

SEPTEMBER 28, 1956 • 50¢

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Tide

THE MAGAZINE FOR ADVERTISING EXECUTIVES



Retailer Hess:

**can he prove
fair trade unfair?**

p. 17

Press the bulb... it serves a drink!

A business gift
his whole family
will enjoy

new **Skotch**
O'matic[®]
hot-or-cold jug

Convenient for use in the office,
at home, while traveling and wherever people
get thirsty. Double fiberglass insulation keeps liquids
hot or cold for hours. Alcohol resistant finish...
fully guaranteed. Will be long remembered
because it has everything that makes
a business gift outstanding.

- New... Another Skotch Cooler "First"
- Distinctive... Colorful Skotch plaid, unique dispenser
- Useful... Always in season with hot or cold drinks
- Recognized Value... Famous nationally advertised brand

A gift the giver would like for himself... Wouldn't you?
Full gallon size... **\$8.95** Half gallon size... **\$7.95**

For business gift requirements
contact your local distributor
or write, wire, phone
Hamilton Metal Products Co.
Dept. "T", Hamilton, Ohio

THREE FAMOUS AND USEFUL COMPANION-PIECES



Skotch Cooler[®]

Keeps all
refreshments
hot or cold.
Perfect for
picnics, parties.
3 sizes
\$3.95 to \$7.95



Skotch Grill^{*}

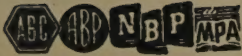
Easy to light.
Safe to
use anywhere.
Plaid will not
burn off. \$6.95



Skotch Jug[®]

Keeps beverages hot
or cold. Drip-less
pour spout.
Guaranteed leakproof.
\$2.98 & \$3.98

^{*}Trademark



Tide

THE MAGAZINE FOR ADVERTISING EXECUTIVES

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advertisers who are broadening their consumer base a

SOLD ON SPOT

Manischewitz Wine Company and its agency, Emil Mogul Company, are Sold on Spot as a basic advertising medium.

In 1955, to promote its wines, Manischewitz spent 99% of its advertising budget on Spot Radio and Television—a 2 million dollar campaign to sell the full potential market! And in 1956, Manischewitz is spending even more on Spot!

Using Radio for mass saturation and Television for heightened sales impact, Manischewitz drives brand name home and makes it memorable with a catchy “Man-Oh-Man-ischewitz” jingle.

Taking full advantage of Spot’s flexibility, Manischewitz . . .

- tailors radio-television budgets market by market

ADVERTISING FORECAST

The answer to bad checks?

Banks, who annually lose more than half a billion dollars in bad checks, may have the answer to their problem in a new banking system which is slated for a big consumer advertising push.

The system, introduced by V-Chek, Inc. (Tulsa, Okla.), and called V-Cheks, is essentially a combination of travelers and personal checks. Tentative advertising plans involve about \$250,000 to be spent over the next six months, some in direct mail to banks but most headed for consumer media.

V-Cheks are sold as letters of credit by individual banks in books of five checks of equal denomination. Value of books ranges from \$50 to \$500; books cost 75¢ each regardless of value. Separate books are issued for a bank's regular depositors and for non-depositors.

For consumers, V-Cheks are acceptable anywhere, are returned with monthly statements. For banks, the money on deposit is entirely under the bank's control.

The newest trend in toothpastes:

Lever Bros. is currently test-marketing what will undoubtedly become the latest trend in toothpastes.

Lever's Stripe comes out of the tube in a pink and white stripe, looking and tasting like peppermint candy. Lever calls test sales "phenomenal," with most of the demand attributable to children. Even the tube (white, with pink and white lettering) and the package (blue, with pink and white stripes) carry out the peppermint motif.

Advertising (via J. Walter Thompson) is currently concentrated in newspapers and outdoor in the two test markets: Peoria (Ill.) and San Diego (Calif.).

If sales continue strong, national distribution of Stripe may be speeded up. Similar products from the competition should appear before the year is out.

Cold water soaps to get big ad push:

Look for cold water soaps to get a big advertising push this fall.

Four years ago, these soaps (specialized detergents mainly used for woolens and cashmeres) were practically unknown. But last year, production climbed to 1,500,000 lbs., a high figure for a specialty soap.

The half-dozen brands now on the market, selling well despite high prices and limited distribution, will be joined this fall by three or four more. Both Stanley Home Products and Fuller Brush Co., plus one or two of the woolen mills, are expected to bring out brands, probably in liquid form.

The soaps come in both powder and liquid. Best seller is Woolite, a powder introduced in 1952 by Honey Harbour Corp. (North Hollywood, Calif.), with an estimated 75% of the market. Next in sales is Yarn-Glo, a liquid made by Hillcrest Labs (Los Angeles). Others include Wool Wash, Woolfoam, Woolcare, Wool-Master and Woolyn.

Advertising for cold water soaps is concentrated mostly in women's fashion magazines and business publications, but some makers plan to use general con-

sumer magazines this fall. Woolite will take four-color pages in six magazines, will highlight a different sweater manufacturer in each ad. All of Woolite's budget is in magazines; participation TV, says the company, proved unsuccessful.

**American reveals
ad plans for
Hit Parade:**

Initial advertising (via BBDO) on American Tobacco Company's new popular-priced filter, Hit Parade, will include a 13-week schedule of large-space newspaper ads, heavy radio and TV spots and California markets, where the cigaret will be introduced about October 10. **Don't look for commercials on the cigaret's namesake, the Saturday night Hit Parade, for two to three months, when American hopes to have the brand in national distribution. Distribution will move east by regions.**

**Continental's
new "weight
control" bread:**

Continental Baking Co., maker of Wonder Bread, is introducing (in the New York metropolitan area and the midwest) a new white bread called Profile.

Profile, according to Continental, is "not a reducing bread but a weight control bread." The company claims that two slices of Profile, eaten 30 minutes before meals, help to appease the "appetite control center" of the brain, thus reduce food craving.

Initial advertising (via Ted Bates) includes newspaper spreads and spot TV. Copy stresses that the 27¢ loaf "takes the place of appetite-appeasement wafers, pills and tablets that cost up to twice as much."

**Your burgeoning
market potential:**

Some revealing population trends were pointed up last week by Vergil Reed, J. Walter Thompson vice-president, before the National Industrial Conference Board's fourth marketing conference.

- Babies are being born at a rate of 480 an hour, 11,520 a day and 4,205,000 a year.
- Deaths are occurring at a rate of 171 an hour, 4,104 a day or 1,498,000 a year.
- Our net population increase (adding in other factors, such as immigration) is 336 an hour, 8,064 a day or 2,900,000 a year.
- Since 1950 our population has increased by 17,627,000—more than equivalent to the population of Canada. By 1975—fewer than 20 years from now—our population will increase 31.2%, to 220,800,000.

**Robert Hall
pretties its
pipe racks:**

Robert Hall Clothes, which has long advertised that customers never have to pay for "costly store decoration," seems to be changing its tune.

New stores in four areas—Falls Church and Alexandria (Va.), Langley Park and Rockville (Md.)—will sport glass walls, bright colors (orange & yellow in the women's section, blue & charcoal in the men's), diffused lighting, shrubs & flowers.

There will still be pipe racks, but they'll be painted in pastels, will come in bizzare shapes. Robert Hall won't bother to alter its ad theme, will simply not tout the new stores' decor. Idea, of course, is to attract higher income groups.



"It looks like the new way to rise in the Kremlin is get this—charm!"

LAWRENCE STAPLETON, Manager, Grant Advertising, Inc., N. Y. C., previews "The Russian to Watch" from this week's Post.

"Could" be the old-style hatchet men are on their way out of the Politburo. If young Foreign Minister Shepilov is any example, the new crew will be intellectuals—and personality boys to boot. But don't let the smile fool you. A Russian who knew Shepilov personally says he's even more ruthless—and effective—than the old purge boys ever thought of being."



In all, 8 articles, 4 short stories, 2 serials, in the Sept. 22 issue of The Saturday Evening Post.

LETTERS

O.K., LBE

Sirs:

Live Better . . . Electrically, as you state in your August 10 issue, is one of the most comprehensive industry-wide market development programs in U.S. history. It is just what the electrical industry needed to stimulate public appreciation of the "magic servant—Electricity—that can perform more than 100 household tasks."

The entire electrical industry is indebted to G.E. for initiating and underwriting this wonderfully beneficial promotion.

Your article states LBE's goal to "raise the average residential consumption of electricity from the current average of 2,500 kilowatt hours to 4,500 kilowatt hours per family by 1960." As a matter of information I'd like to brag on Chattanooga—"The Electrical Center of the South." For the fiscal year ending June 30, the average residential consumption (70,135 residential customers) of electricity in Chattanooga was 10,007 kilowatt hours. Long-range estimates indicate consumption to reach 21,500 kilowatt hours by 1965 . . .

I repeat—LBE is a wonderful campaign that we are behind 100% and your article was very enjoyable.

Hal M. Morris

Advertising Manager
Electric Power Board of
Chattanooga, Tenn.

Good ad, poor service

Sirs:

Three years ago I glanced at a section in *Tide* called "One Adman's Opinion" . . . since then I have yet to miss a line of copy in the column.

Because you perpetually disseminate both good and bad examples of advertising and merchandising, I felt you might be interested in a situation that occurred at our home just this morning.

The weekend accumulation of laundry was placed in our Norge washer and turned on. It didn't work! My wife rapidly checked the classified book for the phone number of the Norge service dept. The woman who answered was told of our dilemma and then announced . . . "We will have a man out one week from Wednesday."

Frantic pleading got us nowhere except an epigrammatic "I know—that's what they all say."

I would say that since we purchased our Norge, word of mouth praise has led to at least five other sales. Now I suddenly find that my whole conception of the large appliance field has changed.

I visualize myself looking at advertisements and trying to figure out which washer (or dryer—or stove, etc.) to buy. After all, they all work . . . that is, until something goes wrong. Then I come across an ad for the "X" brand. Their machine looks pretty good—but they also guarantee



this
bird
in
the
hand
is
worth.....

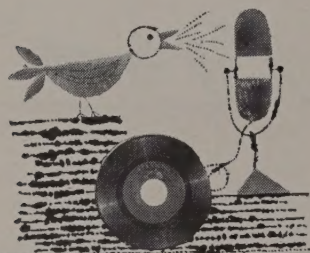
...more sales for you in Philadelphia

Figuratively speaking, Bill Givens, Vince Lee and their canary-friend, "Rover," have the Greater Philadelphia Area by the ear. Morning and afternoon, Monday through Friday, "The Rover Boys" entertain with music and laughter, garnished with good hard sell.

From 5:00 to 6:30 a.m., they spark the dawn with favorite tunes, news, weather, guest-stars, and the tinkling old player piano that's practically their trademark. From 5:00 to 6:00 p.m., they lighten the late afternoon with the best in recorded popular music plus their own special brand of humor.

Between melody, comedy, and "Rover's" trills, Bill and Vince sell for such leading and varied advertisers as American Oil, American Tobacco, Best Foods, Capital Airlines, Dow-Corning, Fels & Co., Hotpoint, Quaker Oats, Reader's Digest and Slenderella . . . sell to as many as 60,000 listeners per commercial at an end-rate cost of 52¢ per thousand!

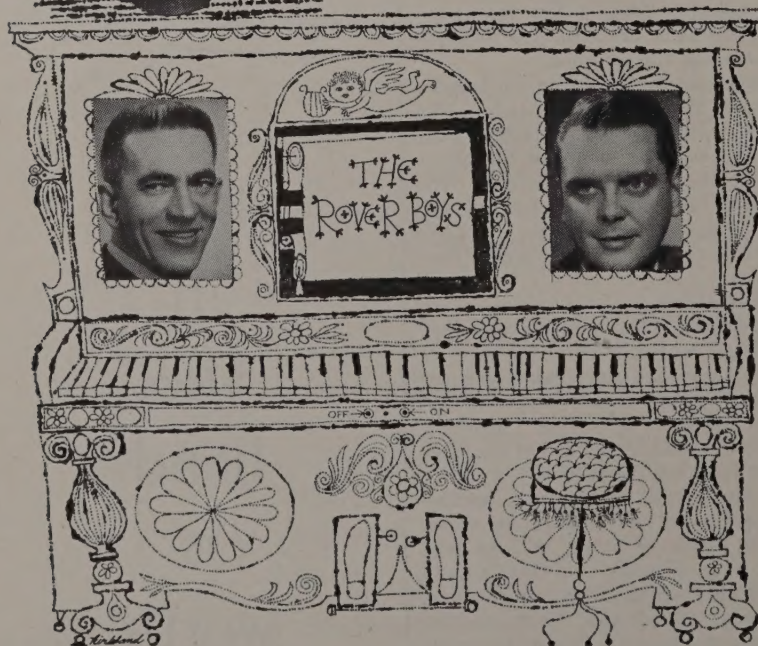
Let "The Rover Boys" get your sales on the wing in Philadelphia. In New York, call your NBC Spot Sales Representative for a Radio-Phonic Spot Buying audition.



WRCV...

... SOLD BY **NBC** SPOT SALES

NBC Radio leadership station in Philadelphia
Lloyd E. Yoder, Vice President and General Manager
Hal Waddell, Sales Manager



48-hour service if we should have any trouble. They just got a new customer . . .

Phil Field

Vice-President
MAC Studios
Chicago, Ill.

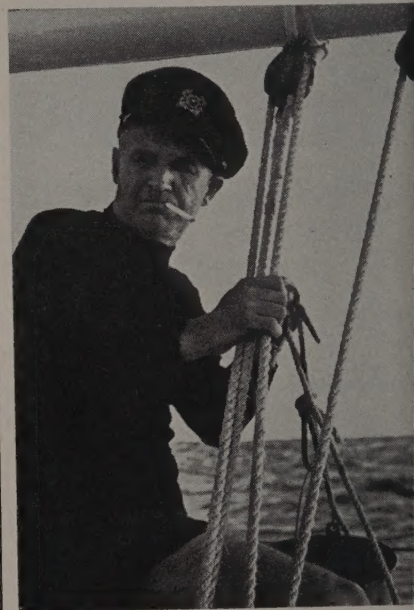
No model, he

Sirs:

Calkins & Holden are missing a bet in their senior vice-president ("Agencymen at Ease," Tide—Aug. 10).

Your photograph of him, with appropriate copy, would make a terrific ad for cigaret, rope company, pail company, manufacturer of sports clothing—the possibilities are unlimited.

In one female's opinion, Mr. Paul I. Smith has a lot more on the ball than



most of the professional models. Women are tired of the "limp, lover-boy type." Give us the Man in the Hathaway Shirts or the Man Who Smokes Marlboros.

Joy Gallagher

Hearst Magazines
New York

See cut—Ed.

Capped

Sirs:

I was interested in the item about a captive cap on toothpaste appearing in your issue No. 16 Volume 30.

As a leading manufacturer of toothpaste may we say that the idea of captive caps is far from new. It has been presented to us by various inventors for the last 15 years. Most of them consist of a loop of metal holding the cap to the tube.

The only trouble with this is that (1) the cap costs more than all the rest of the package, and (2) we seldom, if ever, have had a single complaint from a customer about the loss of a cap . . .

George McMillan

Vice-President
Bristol-Myers Products Division
New York

To sell more where more is sold ... it's **FIRST 3 FIRST!**



Plenty of time here



Plenty of sales here

A sweeping panorama from a high vantage point may provide an unbeatable view, but when it comes to putting your product on top in sales—and keeping it there—you've got to come back down to earth with a hard-hitting advertising campaign that places properly balanced emphasis on the millions of heavy spending shoppers concentrated in the nation's top markets.

The **FIRST 3** markets of New York, Chicago and Philadelphia account for $\frac{1}{3}$ of Drug sales, $\frac{1}{3}$ of Food sales, $\frac{1}{3}$

of Furniture and Appliance sales, and more than $\frac{1}{4}$ of total U. S. Apparel sales.

General Magazines, Syndicated Sunday Supplements, Radio and TV family coverage thins out in these super-sales areas. *Only* **FIRST 3 MARKETS** delivers a solid 62% family coverage of these 3 city and suburban areas where nearly $\frac{1}{2}$ of all U. S. Retail sales are made. To make your advertising sell *more* where *more* is sold... it's **FIRST 3 FIRST!**

Circulation in excess of 6 Million.



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News
Coloroto Magazine
Chicago Sunday Tribune
Magazine
Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N.Y. News Building, 220 E. 42nd St., Murray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, Superior 7-0043
San Francisco 4, Calif., 155 Montgomery St., GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUNkirk 5-3557

The man from Cunningham & Walsh



Artist fills up tank—Ted Palmer can usually be found behind a drawing board at our advertising agency.

But one week a year he sells to the public in person.

The same holds true for our writers, art directors, TV people and

account executives. That's a policy of our agency.

It helps put our advertising on solid ground . . . solid selling ground.

Cunningham & Walsh, Inc., 260 Madison Ave., New York 16, N. Y. MUrray Hill 3-4900.



New Stag Beer DECAL WINDOW VALANCE by MEYERCORD

Features "Day and Night" Effect

The basic design idea for the new Stag Beer Decal Window Valance program is a New Orleans wrought iron effect . . . with both day and night attention value. In daylight the grill work is antique white on a soft green background . . . at night, lighted from inside, the grill work appears black against a translucent green background. For that important "added ingredient" in your decal point of sale program, call upon the art production and service facilities of Meyercord—to pay dividends in resultfulness.



Write for your Free copy of the Meyercord "Advisor" Decal Manual—in full colors. Informative and helpful in planning your decal program. No obligation, of course.

THE MEYERCORD CO.
World's Largest Decalcomania Manufacturers

DEPT. W-205
5323 W. LAKE ST.
CHICAGO 44, ILL.

Amplification

Sirs:

The "Faces of the Fortnight" section of the July 27 issue of *Tide* was particularly interesting to me. I enjoyed the article on Mr. Yellen, but would like to set the record straight as relates to the premium cigaret market (which the article indicated no longer held charm for us). We are by no means abdicating the market that has long been successful and profitable for us.

Last year, according to the most reliable industry sources, Parliament sales accounted for 50% of the premium cigaret market.

New Parliament, now being nationally introduced, is a premium quality, premium priced, prestige brand at a reduced premium thanks to technological advancements—high-speed plug tube combine high-speed assemblers and high-speed packers. New equipment has enabled us to speed production to more than five times the former rate enabling us to market a better product at a reduced premium in the best American tradition. Test markets have produced exciting results and a sales rate almost three times the previous.

As you correctly noted, the former custom Parliament will be marketed as the Benson & Hedges brand. It will be the same cigaret, blend, filter, box and basic color that last year accounted for half the premium market. Benson & Hedges will be supported by a prestige advertising campaign in keeping with the character of the brand. As you can see from this we are by no means disenchanted with the premium market.

Hugh Cullman

Parliament Brand Manager
Philip Morris
New York

Stoppers

- You can fool all of the men all of the time.

—WARNER'S

- The Greeks had a god for it.

—FIDUCIARY TRUST CO.

- Are engineers people?

—BOEING

- The Llama that took it on the Llam

—ALCOA

The **ONLY** Clipping Bureau reading over 3,500 trade and class publications, as well as every English language daily and 80% of the weekly field.

LUCE PRESS CLIPPING BUREAU

157 Chambers St., NYC 7—BArcley 7-2096
406 West 34th Street 715 Harrison Street
Kansas City 11, Mo. Topeka, Kansas
Write or Phone for Details.

TIDINGS

Daily double

Henry J. Eavey, a kind of Cecil B. De Mille retailing, operates his Fort Wayne (Ind.) store on the theory that shopping should be fun instead of a boring chore. Having heard that his was absolutely the last word in supermarkets, we sent a sleuth out to give us a report, which we give to you as it was given to us, i.e., without apology: "We proceeded to Eavey's supermarket as instructed and were met at the door by a parrot which gave us a very friendly "Hello, pal." Inside, the shopping center is about the size of a football field and, in fact, Eavey last fall got the local high school football team to scrimmage in it. Just to make sure you won't be lost, Eavey has set up an 'ask-it' system with six stations where customers can get item location or price information. A carillon plays hourly time and weather signals.

"You need such unusual shopping aid because you may be in the store quite awhile. Eavey's put in an ice cream plant, a bakery, a three-story-high coffee roaster and a peanut and cashew butter making machine.



"He's also got a live lobster tank, a 'Kiddies Korral,' a pet department, pharmacy, candy shop, lunch counter, post office, liquor store, beauty aid department and a jewelry shop. No wastrel, Eavey even has some outdoor selling space in front of the building for shrubbery, watermelons, b a n a n a s, Christmas trees and other seasonal items.

"For shoppers who need a change of pace from hordes of glass and plexiglass refrigeration cases of food, Eavey has

a solarium replete with flower shop (including a walk-in cooler and small greenhouse), canary and parakeet cages and a solitary grapefruit tree. Built into one wall of the solarium and visible from the store's interior are three fish tanks.

"Eavey's is open from nine to nine, seven days a week, has a staff of around 215. Doesn't have a staff psychiatrist. I got home at nine-thirty p.m. Didn't buy a damn thing."

Shishkabob

We're quite bitter at the moment over an ad campaign very close to our hearts and which is in grave danger of turning sour. Last year Qantas Empire Airways ran a delightful series of ads (via Brisacher, Wheeler & Staff) in The New Yorker, offering a real live kangaroo to the person who could dream up the best name for the airline's new Constellations. Lesser prizes included boomerangs, stuffed koala bears and some nonsense involving old school ties. The whole thing was great fun (and a great success).

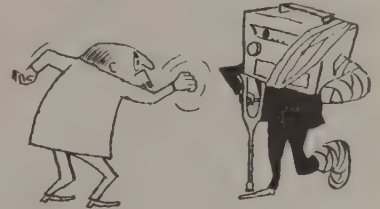
This fall, however, Qantas is plowing the same old ground: another contest, this time offering to confer the title of Archduke of Qantasylvania on the person renaming the five continents most aptly. Two ads run so far sound a little tired and more than a little strained. Surely a firm which could think up the Qantas campaign can come up with something fresher for the second round. Twice as much is not necessarily twice as good. They say it's clever—we say it's shishkabob.

Radio gag

Some time back, somebody came up with a thing called Blab-Off, which you hooked up to your television set, to cut out TV commercials faster than you can say L.S./M.F.T. Fortunately or unfortunately, this threat to TV advertising never came to much. But now an ingenious inventor in Cambridge (Mass.) has come up with a gadget which does the same thing for a radio

except that you don't even have to push a button.

We don't know how the gadget works, but we do know what it does. You hook it up to a radio, and it sorts out the programs—cutting out all the spoken words, and letting the music come through. Frankly, we think radio has enough problems as it is, but this



hasn't discouraged this particular inventor from getting himself a patent.

Of course, there's one thing this fellow may not know: not all commercials are spoken. In fact, we wouldn't buy one of these gadgets if they were for sale. The gadget might let Elvis Presley come through and cut out Bert & Harry, or it might even tune out Maurice Evans and leave us wondering where the yellow went.

Shhh!

Ever so often natural selection throws up a biological sport in the advertising business who actually reacts to publicity as he would to cyanide gas. An agency executive we know has been hired by one of the larger word factories for a special project. He begged us last week to destroy any and all news releases on his appointment and generally to forget he was ever alive.

Pressed for an explanation, he plaintively unbosomed himself: "Apparently half of my graduating class at Princeton is in the business of selling bonds and insurance to the other half, and every time my name gets in the papers I'm flooded with solicitations from ex-classmates. I don't like to be in the position of turning them down, so I just try not to stir them up by staying out of print."

Now we've always thought that all Princetonians become bond salesmen, but apparently there's been a revolution in cultural aims at Nassau Hall. This raises several serious questions. Don't Yale men buy securities from Princeton men? Is this in restraint of trade? Is Princeton arbitrary in dividing

its student body down the middle—half advertising men, half bond peddlers—so that one half can eke out a precarious living at the expense of the other half? Is this in restraint of academic freedom and self-determination? To

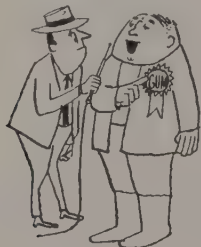


find the answer to these important questions we challenge Princeton bond and insurance men, one and all: our friend's initials are H. M. and he is now with one of the advertising agencies handling a part of the business for one of the major political parties.

Moscow mule

The investment house of J. Henry Helser (Portland, Ore.) has that rarest of things, a radio program with a really new angle. Helser sent its public affairs director, Ted Hallock, to Russia to interview as many Soviet citizens as the Soviet government permitted. Hallock managed to tape interviews using an interpreter with 20 and these will air every Sunday evening from now on (6:45 to 7 over KPOJ), courtesy of J. Henry Helser.

Hallock interviews, for instance, a Russian orthodox priest, the vice-mayor of Kiev, the chairman of a small collective farm never visited before by foreigners, a student, a judge, a teach-



er, etc. The interview that interests us most is one with Nikolai Ivanovich Strogoff, the amazingly candid commercial director of Moscow's GUM, the USSR's largest department store, situated on Red Square and owned and operated by the Russian Federated Republic under the Ministry of Trade. Strogoff explains how marketing works in Russia, some of it mildly surprising.

Director Strogoff at least sounds like a master of his trade. Among other things he's written 37 books on retailing which have been translated into Hungarian, Czech and Chinese, and he collects 4,000-5,000 rubles a month (\$1,000-\$1,250) in royalties. He's paid pretty well for his job, too!—\$1,625 a month, plus unspecified quarterly bonuses when sales "fulfill the plan."

The store's staff is also reasonably well paid: a counter clerk collects \$175-200 a month, according to Strogoff, a section head \$275-300, a department head \$1,000 and the economists who plan the store's annual buying program \$225-250.

The latter help Strogoff decide what goods he wants to sell, then he applies to the Ministry of Trade for them. That bureau checks factories to see how much of what it can get. Then Strogoff's buyers negotiate with the various factories, traveling to Kiev, Leningrad or Riga. Strogoff is free to order and sell what he wants, but he must price according to Ministry of Trade instructions and meet a quota imposed on him by the ministry. This year, that's around 3 billion rubles or \$750 million (the store, which has a staff of 4,860, serves 200,000-300,000 customers daily who make between 160,000-180,000 purchases).

Strogoff admits to sales slumps (May, June, July and January and February), and even to something resembling competition from other state stores. He meets it, he says, by "advertising"—e.g., recently he staged an exhibition to show off some new silks, and sales increased 3½%.

Strogoff says the average Russian can buy what he wants and that GUM is a store for the average citizen—how could he maintain his volume, he asks, if he catered only to highly paid workers? He concedes that some items are in short supply, particularly refrigerators, all-wool overcoats and all-leather shoes. But, he says, prices are gradually coming down on items such as watches, television sets (\$212 for a 5" screen), cameras and aluminum ware. All profits after taxes, salaries and bonuses go, of course, to the state.

The rub in all the rosiness, though Strogoff hardly dwells on it, seems to be a state planning department which, as Strogoff puts it, analyzes buying trends and correlates those with production capacity—apparently the bureau behind the bureau running stores. "Sometimes," says Strogoff patiently, "their predictions are not quite correct."

Skin diving, agency style

Columnist Lester Leber (see p. 35) told us recently about something that

happened to one of the art directors of his agency (Leber & Katz). We'll pass it on, well aware that it will help perpetuate the oldest of canards.

It seems that one Leber & Katz client was giving a party on board his yacht for the agency's staff. In the course of discussion, the client revealed that his son had recently lost a brand-new 10-horsepower outboard motor over the side. Though the client



and his friends had done considerable dredging and grappling, the motor still was resting comfortably on the bottom.

Well, quicker than you could say Lionel Crabb, one of the agency's art directors—Art Rothenberg—up and admitted that he was a fair skin diver and wouldn't mind a bit putting on a snorkel for a look at the deep. In a matter of minutes, Rothenberg was in 12 feet of water and seconds later he came up with the motor.

Rothenberg is back to his roughs, the client's seafaring son is motorized again and Leber & Katz are back to the simple, everyday problems of running a landlocked ad agency—with at least one very secure client.

Flotsam & jetsam

- A trust company in Newark (Del.) giving trading stamps to its savings account depositors.
- The Valley Bank & Trust Co. in Des Moines is combating the trend to suburbia and drive-in banks by returning bus fares and parking fees to customers.
- A Minneapolis druggist sends a pip of ice cream with each delivered prescription and this note: "Sorry to hear you're ill. Get well fast."
- A Cleveland grocer is defeating trading stamp competition by giving a 3¢ stamp for every dollar purchase (same ratio as trading stamps) and has none of the headaches.
- In Sydney (Australia), a hopeless bachelor inserted the following classified ad in the local newspaper: "Married old enough to know better would like to meet a girl not quite that old."

The crisis in pricing

- Fair trade is shaky in court, expensive to police in many fields.
- There's reason to believe fair trade prices retard sales.
- Does it still help the public? Protect the maker's good will?
- Here's how major fair traders currently assess its future.

YOU can argue all night on either side of the fair trade question, but that won't do you much good at the moment. The issue that manufacturers in a raft of big industries must face—and the sooner the better—is how strong (or weak) is fair trade.

► They need to do so for three good reasons. The first is that what happened in 1951 (see box) could happen again. It's true that the U.S. Supreme Court has recently refused to review nine fair trade cases—a factor that makes fair traders claim the high court supports them. But one of the nine

cases was an adverse fair trade ruling, and the court refused to hear that, too. There is certainly room for conjecture that the court has no opinion yet on fair trade, but it may well develop one soon. That's because nine states have in effect thrown out fair trade as unconstitutional—moves which directly contradict the 1936 high court decision upholding fair trade's constitutionality.

► Another reason for a good hard look at fair trade is this: when somebody in a fair trading industry starts to attack fixed prices, he usually succeeds in one way or another. Small appliances

is a good example. The discount houses show manufacturers how well their products sell when freely priced—the reason General Electric recently chopped prices (Tide—February 11). Such retailers also harass manufacturers into ever more policing of price-cutters—for cost reasons Westinghouse last year quit fair trade.

For another thing, New Orleans retailer John Schwegmann, who defeated fair trade once, may have lost his second appeal to the U. S. Supreme Court in the post-McGuire Act *Eli Lilly vs. Schwegmann* case (the court refused to review it), but today, probably as a result of all the publicity, Louisiana has no effective fair trade law. In short, Schwegmann didn't lose his fair trade fight—he won it.

Today's Schwegmann, Allentown (Pa.) retailer Max Hess, says he will fight fair trade as unconstitutional right up to the U.S. Supreme Court. He has already appealed an adverse decision in *Casco Products'* price-cutting case



Fair trade fighter Hess

History of Hess

"I intend to carry my fight against fair trade right up to the Supreme Court," declares retailer Max Hess, who is as shrewd at making headlines as he is at making sales for Hess Bros.' department store (Allentown, Pa.).

In 1932, when young Max Hess (he is now 45) took over the family store, the business was virtually bankrupt on a volume of \$1,000,000 a year. Every year since then, it has increased sales anywhere from 15% to 20% and volume currently runs around \$24,000,000 a year. The result is that Hess Bros., with Hess continually prowling its five selling floors and some 134 departments, is the biggest emporium in Allentown—and no similar-sized town in the U.S. boasts its like (Allentown has a 106,000 population and adjacent Bethlehem has 65,000). Hess's specialty is trying to offer anything and everything a big city department store

offers (he loses money every year, for example, on an elaborate patio restaurant).

Hess, who once romanticized retailing in a book titled, "Every Dollar Counts," now plans to open a chain of 18 to 20 similar department stores in cities about the size of Allentown (under consideration are New Haven, Conn., and Paterson, N.J.). Each store will be autonomous, but with general sales policies controlled by a steering committee. The first will probably open in early 1958.

Philadelphia-born Hess, graduate of Muehlenberg College, will make his bid for the department store big time with the sales formula that wins for him in Allentown: advertise the price, first, last & always.

Obviously, the end of fair trade, not just in Pennsylvania, but nationally, is his goal.



Simmons' Hubbell, General Electric's Walton, Bissell's Rose: There was a day when fair trade was much stronger

against him to Pennsylvania's Superior Court. Obviously, if fair trade is thrown out by the high court, it is out, regardless of its weakness or strength in various product fields. There's no reason to assume, for instance, that the drug field, where most retailers would probably sign fair trade contracts, might not also see a latter day Schwegmann as a liberated non-signer chopping prices right & left.

➤ The final reason for a thoughtful look at fair trade is the ever increasing cost of policing it in the industries where it is weakening. General Electric, easily the biggest of the fervent fair traders, will spend close to \$1,000,000 this year to police fair trade—double what it spent last year (a sizable chunk of it goes to Pinkerton, Dale and Burns sleuths tracking retailers who cut prices on small GE appliances).

According to latest statistics, there are a dozen industries where fair trade is widely in operation. In order of fair trade's extent, they are: cosmetics, electrical appliances, drugs & pharmaceuticals, automobile accessories, jewelry, hardware, foods, cameras & photo supplies, sporting goods, clothing, alcoholic beverages, books. Any reasonably informed marketer can readily spot the industries already under attack—appliances, jewelry, cameras & photo supplies, sporting goods.

➤ A rather vague study, recently released by the Senate Small Business Committee, reports that manufacturers and retailers "feel that fair trade is losing ground." Without going into detail, the report states that the number of firms withdrawing as fair traders is "running ahead of those entering fair trade."

Nonetheless, many big companies—in small appliances, for instance, General Electric, Sunbeam, Casco, Toastmaster—continue to fair trade strenuously. Why do they do so? How much does it cost them a year for policing? How strong do they think fair trade really is today?

➤ General Electric probably is today's most interesting fair trader. That's because its minimum list prices for small appliances are not much above discount prices. Its vacuum cleaner, for instance, retails at \$49.95, while the discount house price for it (in non-fair trade states) is \$39.95. Yet, GE pays \$1,000,000 a year to police fair trade.

GE's fair trade section manager Robert C. Walton (who has 17 people working for him) gives the usual answer on why GE fair trades: to protect small retailers. But what he probably means is that since GE drastically cut small appliance price margins, its distribution has been reduced. To keep as many retailers as possible stocking its products, it must offer them protection against further price-cutting.

GE's new prices are clearly set for optimum return. They are based on the theory that volume sale at low prices is better for the appliance business than fewer sales at high mark-ups. But GE is not prepared to risk its massive distribution setup against volume sales at any, perhaps loss-leader, price.

GE's fair trader Walton reluctantly admits that fair trade is weaker from a legal standpoint than it was five years ago. He thinks that the present legal situation does imply the need either for Congressional action clarifying fair trade or a new U.S. Supreme Court decision on it.

➤ Virtually all other fair traders, however, maintain fair trade not just to protect small retailers, but to allow them the high mark-up traditional in retailing (except in supermarkets and now, discount houses). Interestingly, no company Tide contacted reported that it maintains fair trade primarily to protect its own trade-mark or its good will from wanton price-cutting. A fair trade policy today seems plainly to be a distribution safeguard.

➤ Eastman-Kodak, which maintains it for that reason, laments that fair trade "is growing weaker and harder to enforce." According to the company, it files a fair trade suit virtually every day against price-cutters of its photographic supplies. A fervent fair trader in still another field, Bissell Carper, Sweeper marketing vice-president W. B. Rose thinks that fair trade has only "a fair future." Charles Pfizer & Co., which is for fair trade, candidly comments that fair trade's only strong chance for survival is in drugs.

Although he says "fair trade is working fine for us," Simmons Co. ad vice-president John W. Hubbell also admits fair trade is weaker from a legal standpoint. "It certainly is time to clarify the judicial attitude toward fair trade."

➤ Another adamant fair trader, Omega Watch Co., sees fair trade weakened by manufacturers' collective failure fully to prosecute violators—the result, it thinks, of indifference. To make fair trade work, says Omega ad manager Bernard Kliman, a manufacturer must prosecute as many violators as he can in a trading area, not just make one retailer an example. Kliman says that although the cost of enforcement is

getting higher (he won't say how much Omega spends), it's worth the price.

The reason why you do or don't fair trade depends, Kliman maintains, on "the kind of business you want to run. If big volume is your idea, you don't need fair trade. If you have selective distribution the way we do (2,000 of nation's 25,000 jewelry dealers), you must protect your dealers."

► The biggest company to quit fair trade, Westinghouse Electric, did so largely because of the high cost of policing—most courts hold that manufacturers must prosecute price-cutters if they wish to maintain a fair trade policy. After a year without it, Westinghouse portable appliance division manager S. J. Stephenson sounds pleased: "We feel that after a fair trial, our policies have proven successful and we do not intend to return to fair trade."

You can take it from that that Westinghouse, not yet a major factor in small appliances, is gaining distribution by its move—probably in discount houses. Stephenson admits that when Westinghouse abandoned fair trade in September of last year, some dealers dropped the line as discounters went after it. Now it appears that either such dealers are back in the fold, or the discounters have made them unnecessary.

Westinghouse has one weapon to maintain its suggested lists: if a retailer cuts Westinghouse suggested prices, he can continue to carry the line, but he gets no cooperative ad money. (Westinghouse's ad budget currently is a record one.) Westinghouse says this policy retards price-cutters but industry observers are not quite so sure. At any rate, Westinghouse small appliance sales have risen 34% in recent months. Westinghouse attributes much of the rise to its hopped up marketing program. But, conversely, the rise also suggests that the absence of fair trade is no drawback.

► Probably the basic issue somebody has to decide soon is whether smaller, less efficient retailers need protection from the bigger, more efficient ones—the real effect of fair trade laws. If it's decided that they do, then what is the best way to give them that protection. As the discounters have proven, fair trade prices, when they protect high mark-ups, hardly benefit the public; they may even retard sales in some industries; and advertisers, supposed to be so concerned over brand name and good will, tend to welcome discounters. Besides that, fair trade's constitutionality surely is in question. In short, fair trade has never been so weak. ■

Legal limbo

As the accompanying article reports, Allentown (Pa.) retailer Max Hess aims to fight fair trade right up to the U.S. Supreme Court. Plainly he has a job on his hands, but as the accompanying article also points out, he may have timing on his side.

Since the McGuire Act passed Congress in 1952, the high court has refused nine times to review ordinary fair trade cases. Eight of the cases upheld fair trade; one killed it, and the court curiously declined to hear that, too.

Meantime, nine state high courts have in effect thrown out fair trade laws as unconstitutional and four other lower state courts have done the same.* The paradox can hardly continue, and it's none too early for advertising executives to consider what will happen when the situation is resolved.

Fair trade was born in California in 1931, a depression-sparked effort to protect the small retailer from price-cutting through the guise of protecting the manufacturer's brand name and goodwill.

Not until 1933, though, did the controversial non-signer's clause turn up—the clause that says if one retailer in a state signs a contract with the manufacturer agreeing to a "minimum" price (i.e., fair trade price) for the product, all other retailers in the state who wish to stock the product must abide by that contract. Without such a clause fair trade obviously had no teeth.

In the 1936 Dearborn case, the U.S. Supreme Court upheld the California fair trade act replete with non-signer's clause. Interestingly, the high court ruled that fair trade does not violate the "due process" clause of the 14th amendment to the Constitution, that it does not unlawfully delegate undue power to individuals, that it does not confer special privileges to producers of branded goods.

The next step was to legalize fair trade in interstate as well as in intrastate commerce. The Miller-Tydings Act, which passed Congress as a rider to an appropriations bill, took care of that detail in 1937.

Then in 1951 like a bolt from the blue, the U.S. Supreme Court in the now famous *Calvert vs. Schwegmann* case, threw out the non-signer's clause in interstate commerce—though without ruling against it.

The high court simply ruled that the Miller-Tydings Act referred specifically to contracts, agreements and the like, did not specifically cover non-signers of state fair trade contracts. Price wars immediately began all across the nation.

It took just about a year for the fair traders to get a new interstate enabling act through Congress: the McGuire bill, which again bound the non-signers, passed in 1952. It has yet to be specifically ruled on by the highest court.

New Orleans retailer John Schwegmann, who defeated fair trade once, has waged the most furious fight against fair trade since 1952. The *Eli Lilly vs. Schwegmann* case, which the Supreme Court eventually refused to hear, was decided by lower courts in favor of Lilly. However, a lower court judge stated this: "Perhaps after 20 years' experience under fair trade acts, the Supreme Court may conclude that the real purpose of these acts is not to protect the goodwill of the manufacturer, and that price-fixing under these acts is not an appropriate means to that perfectly legitimate end [as the high court has previously held], but is in fact an end in itself. In other words, it may well be found that the real purpose of fair trade legislation is to protect the retailer from competition with another retailer, who, because of his efficient methods, is able to reduce his distributive costs and consequently his retail prices. That is a matter, however, which addresses itself to the Supreme Court."

Also addressed to the Supreme Court are the reasons the various states are throwing out fair trade. The 1936 U.S. Supreme Court decision to the contrary, the states are ruling that fair trade violates the "due process" clause, that it is unlawful delegation to individuals of legislative power—in short, that it is unconstitutional.

*Missouri, Texas and Vermont and the District of Columbia have never had fair trade laws. Nebraska and Virginia recently got rid of them. Seven states recently ruled the non-signer's clause invalid: Arkansas, Colorado, Florida, Georgia, Louisiana, Michigan, Oregon. Four states have lower court rulings against fair trade but appeals are pending: Indiana, Kentucky, South Carolina, Utah. Fifteen states have had rulings upholding fair trade: California, Connecticut, Delaware, Illinois, Maryland, Massachusetts, Mississippi, New Jersey, New York, North Carolina, Pennsylvania, South Dakota, Tennessee, Washington, Wisconsin.



This is the store that researcher Alfred Politz ran to study "anatomy of a sale."

Politz studies store customers

- Researcher Alfred Politz bought a store for the project.
- He discovered what he calls "a new theory of advertising."
- He can tell salesmen whether or not to be aggressive.
- Here, too, is what happened after Politz put his lessons to work.

WHAT happens from the moment a customer walks into a supermarket, drug or department store until he emerges with or without a purchase? For all the first-rate analyses and market data available today, little is known of that critical stage in the life of a mass-distributed product.

Just for that reason, president Alfred Politz of Alfred Politz Research, Inc. (New York), a couple of years ago bought a large hardware store as a laboratory to study the "anatomy of a sale" (*Tide*—Nov. 21, 1953).^{*} Politz selected a hardware store instead of a supermarket (which he preferred originally) "so I wouldn't have to deal with things like rotting bananas." He wanted the store in or near a primarily middle class residential area (the store is in Tampa). As he says: "It was just a typical hardware store, seen in any medium-size town throughout the country."

► Probably the key result of the exper-

^{*}Now that he thinks he understands it, Politz has sold the store, will use the money to finance a new research project.

iment is what Politz calls his theory of "sufficient vs. more advertising." He thinks this factor has been highly overlooked in today's U.S. marketing system. Says Politz: to sell a product, it does have to have sufficient advertising so the consumer doesn't reject the product as an unknown. But when the consumer accepts it, additional advertising is probably "wasteful surplus." He proposes that "there is no such thing as preference for the best known, but rather a rejection of the unknown. Or, put another way: "People don't deliberately prefer the well known, but they do willfully reject an unknown brand."

Politz tested his theory by re-locating his merchandise. Some household items like pots & pans ("from two good companies and you'd know them outright") were rotated every two weeks into the main traffic lane near the store's door. Politz says by this continual rotation he was able to control the testing, discounting factors like seasons, etc. He found that B brand, which was not quite as well known as A and did not

spend nearly as much on advertising nevertheless sold just as well when it was in the main traffic lane. But an unknown product brought in for the purpose did not sell even when put next to the door.

► This brings up Politz's second point the matter of convenience. If product B, although not as well known as A but well enough known to get consumer acceptance, is more conveniently located, the consumer will buy it. But the consumer will not take one he hasn't heard about. He parallels the case of the hardware items to a man buying gas. If he passes his favorite gas station and cars are waiting in line ("even one"), the customer will almost invariably bypass it until he comes to a station where he won't have to wait. Although the gas might not be as well known as his favorite, he'll buy if he had heard about it. But if it is a brand he's never heard of, chance are he won't stop unless he's so low on gas he can't make another station. Politz sums up by saying: "The least little bit of inconvenience wipes out the impressiveness of even the best known brands."

Politz, incidentally, found that convenience played as big a factor outside of the store as inside—in the matter of parking. Politz wanted to know if parking lot aided sales. There was no room for one in front of the stor-

Although five to eight cars could park (here angled in the street), so he rented an area to the rear of the store, entered by an alley on the side of the store. But Politz found, after a six months' trial, that few people used the lot. Although it was almost as near to the hardware store as most parking lots are to supermarkets, it was not visible from the main street. And the alley entrance, Politz believes, suggested inaccessibility. Even a sign placed atop the store ("Customer parking in rear") failed to send customers back there. So Politz believes that if a store maintains a parking lot, it must be in the front or side of the establishment, must be seen, and—of course—the closer to the store the better.

Politz also found that his advertisements "pulled best" when they offered the customer information about products and services. The ad directed at the customers' interests was more effective than the one that merely advertised items that the store wanted to move. He says the ad which was set in plain 8- or 10-point type with a bold headline and prices in bold type drew more attention than ads that contained several different type sizes and faces.

Another interesting problem explored in the store was the "aggressive" sales attitude vs. what Politz calls the "laissez faire or let-the-customer-alone" one. Politz says this is no longer a factor in most self-service stores, like supermarkets, but it is in many other

retail establishments. So Politz suggested to his five salesmen: why not simply ask the customer, "May I help you or would you like to be left alone?" Politz says this suggestion worked wonders, especially among people who wanted to browse by themselves, and "always gently surprised them." He says it was one of the "best public relations builders" he found.

How many people preferred to be helped and how many wanted to be left alone? Politz says that it averaged out about 50-50 (of women, 60% wanted to be helped, 40% wanted to browse; the ratio was reversed for men). The salesmen discovered that men tended to argue with a salesmen who tried to switch their choice of hardware items, while women tended to take the salesman's advice at face value. Men also automatically went to a male clerk to be waited upon and were somewhat loath to accept suggestions from a female clerk. But the women customers tended to take suggestions and advice from both male and female salespersons.

➤ Politz says, however, that the combination of attractive displays and salesmen's skill, of course, sold more. But the salesman had a harder time selling items that were not merchandised well. Items that were familiar to the customer, such as houseware, kitchenware, nails, pliers, screw drivers, etc., sold well themselves if well displayed so they could be seen and handled by the customer. But a shop-

per wanted to have a personal presentation on the advantages of, say, a power lawn mower, an electric hand tool, or other power-driven home workshop equipment. Politz says, "He would listen, challenge and evaluate. Then he got fun out of buying. He wanted to know all about the extra gadgets and how they function whether he bought them or not."

Politz took a customer count before he made changes in the store (see cut), another one six months after, checking customers by sex, amount of purchase and sales time. From the two surveys, each a week long, Politz found his various changes brought these results: the percentage of men customers increased from 60% to 63% while women dropped from 40% to 37%. The number of times both visited the store per week dropped from 3 to 2.9 for men, from 2.9 to 1.6 for women, but the average purchase each visit increased from \$2.93 to \$3.57 for men, and from \$3.75 to \$4.24 for women.

The time it took a salesman to sell both men and women dropped two minutes (from seven to five for men, from eight to six for women). However, amount of sales per minute increased from 42 cents to 71 cents for men, from 47 cents to 69 cents for women.

Politz says that what he learned and the resulting changes he made helped to account for a 17% increase in customers and a 25% rise in sales volume.

Before and after at Politz' store



The picture at left shows the interior of researcher Politz's hardware store before he made changes. Counters concealed many products. Products for women shoppers were near the rear of the store. The picture at right shows how Politz changed things. All merchandise is now displayed in gondolas 20 inches above floor level. Items for women like housewares and kitchenware are in front of

the store, near the door. Each product is priced individually to allow merchandise to "speak" to the customer. Instead of a monotonous green, the store's interior is painted in soft shades of peach, pink, gray & green. Blue, which harmonizes with many of the silver items sold in hardware stores (such as appliances), was used on the gondolas. For other lessons Politz learned, see accompanying article.

Republic National Bank of Dallas opened this handsome 40-story, \$25,000,000 building in December, 1954. Through the preceding year a continuing ad campaign pegged on "What does it take to build a bank?" was run in newspapers and business publications, with publicity going to all media. Some 150,000 invitations to an open house went out, and the formal opening was widely publicized. The bank still uses photos of its building in consumer and businesspaper advertising, on bank letterheads and in most other literature. The building, says Republic National, is a symbol of the bank's philosophy: it was designed for tomorrow, to meet tomorrow's needs.



Lever House represents, according to Lever Bros. Co., an extension of the company's pioneering philosophy of human relations into the field of architecture and construction. It also represents a successful effort to establish a personality for the building, tied in with the company's policies and products. Lever House has won six major awards. Among them: American Public Relations Association's 1953 award (in the manufacturers' category) for the opening of Lever House as the best PR job of the year, and the designation by the American Institute of Architects as the most significant building of the last decade and the third most significant in the last 100 years.

Company buildings co

ACROSS this booming nation, industrial construction is changing city skylines faster than tourists can photograph them. And today as companies build new and bigger office buildings, they're becoming more than simply a place for personnel to work. Progressive advertisers are realizing that a company building, appropriately dedicated and continually publicized, can be a valuable advertising asset for the company and its products.

Within recent years, Prudential Insurance Co. built itself a handsome new building in Chicago and wisely focused national attention on the structure. Alcoa did the same in Pittsburgh, S. C. Johnson Co. in Racine (Wis.) and Republic National Bank in Dallas (see cut). Probably the classic example is the Metropolitan Life Insurance building in New York City. One of the best studies how to build both a building and an advertising symbol is New York City's Lever House, home of Lever Bros. Co. Opened in April, 1952, Lever House was planned from its very inception to reflect the company's personality and to stand as a symbol of the company's policies and products.

Because Lever is best known for its soap products (though it also makes dentifrices, margarine and shortening), Lever decided on an exterior of glistening glass, cleaned regularly by an outside elevator, to emphasize cleanliness. The company put on the dedication ceremony, with prominent citizens congratulating Lever for its contribution to the city. The initial advertising and public relations clearly established the character of the building.

"But once you've established a building's character," says Lever PR director J. E. Drew, "you have to work to maintain that character. Here are some of the ways that Lever continues its PR program promoting Lever House:

S. C. Johnson & Co. opened in Racine, Wis., its Frank Lloyd Wright-designed Administration Building in 1939, its Research & Development Tower in 1950. Since highly publicized dedication ceremonies, building has been used extensively in company advertising and in sales promotion material. Tower-Globe symbol taken from building design is now the company's trade mark.



Advertising assets

A photograph of Lever House is used as a logo in magazine ads, in company letterheads and envelopes, on all press releases and press kits, and even on boxes of Lever soap products.

The Lever House logo is included in all company brochures and literature, on gift boxes and gift bags of Lever products, on payroll and other checks, even on Christmas cards mailed out by the company's president and board chairman.

Lever Bros. has a regular schedule of tours for visitors, gives them oversize postcards showing the building in color for mailing back home. Some 60,000 people have toured the building since its opening.

Lever House is used (by permission only) in tie-in ads run by other companies to illustrate modern building design, as background for fashion photographers (with appropriate credit).

Lever's continuing program to keep Lever House in the public eye includes regular visits by women's clubs, visiting dignitaries and other groups; company executives invariably make reference to Lever House in speeches; models of the building are included in Lever's trade show displays. Even company telephone operators answer calls not with Lever Bros., but with "Lever House."

Lever's Drew estimates that probably 60% of the total U.S. population has heard about or seen photos of Lever House, admits that he's asked regularly (by companies building new buildings) how Lever House was put over so well. Drew's advice is usually threefold: 1) establish a personality for the building; 2) develop that personality into a symbol for the company; and 3) relate both to the company's products.

Like most PR directors, Drew hesitates to put a price on the public relations or advertising value of a building as well known as Lever House. But most PR executives do admit one thing: it can be as valuable as any asset a company can own. ■



Aluminum Co. of America opened its 30-story headquarters building in Pittsburgh in September, 1953, began publicizing it as early as 1950. The dedication ceremonies alone cost Alcoa \$50,000, and the building was advertised widely in both consumer and businesspaper advertising (construction and opening ceremonies got the biggest plug in a TV commercial on CBS' See It Now). Its value to the company, says Alcoa, is that it's a showplace for aluminum; when people see it (public tours are still conducted), they think of building with aluminum—and they think of Alcoa.



Prudential Insurance Co. has made extensive promotional use of Chicago building opened last December. Dedication ceremonies got widespread publicity, and Pru also ran state-wide series of institutional newspaper ads. The building, says Prudential, symbolizes its philosophy of constantly finding ways to serve the public better.

Coordinating PR and advertising

- Ad directors outnumber public relations directors.
- But PR directors are generally higher in corporate hierarchy.
- Most Panelists are happy with present coordination.
- But most also see a need for a human relations vice-president.

MORE U.S. companies have advertising directors than have public relations directors. But the PR director usually enjoys a higher position in the corporate hierarchy than the advertising director. And most of them hope to have a common boss within the next few years: the vice-president in charge of human relations.

These are the major conclusions from a survey of the prominent executives on the Tide Leadership Panel. Tide questioned Panelists on the relationship between advertising and public relations within their companies. Here's the way the statistics break down:

- 87% of the companies on the Panel have an executive with either the title or the duties of advertising director. Only 64% of Panel companies have a man with the title or duties of PR director, while a relatively small number (6%) report that one man fills both jobs.

In only a small percentage of companies, one function is subordinate to the other: in 6% of Panel companies the ad director reports to the PR director, and in 11% the PR director reports to the ad director. But in the overwhelming majority—83%—both executives report to someone else in the company.

- Where both men report to someone else, in exactly half the cases it's to the same man—usually the marketing vice-president or the PR & advertising vice-president.

► It's in those companies where the PR director and the ad director have different bosses that their relative standing in the corporate ladder comes out:

- 55% of these PR directors — more than half—report directly to the president; not more than a handful of these ad directors are responsible to the president.
- 19% of the PR directors report to the executive vice-president; 7% an-

swer to the general manager, 5% to the board chairman, 5% to the assistant to the president, 3% to the administrative vice-president, 3% to the human relations director and 3% to the personnel director.

- The ad directors, on the other hand, rarely report to the board chairman; usually it's to someone in sales, marketing or merchandising: 50% report to the sales vice-president or sales director, 20% to the marketing vice-president or marketing director, 18% to the executive vice-president, 6% to the merchandising vice-president and 6% to the general manager.

► On the whole, Panelists are satisfied with the coordination between PR and advertising in their companies: seven out of 10 executives say the system is fine the way it is. Usually, though, this is because of a friendly and co-operative relationship between the two department heads, not because of a good organization chart. The three out of 10 who don't like their present set-up point to a lack of liaison, to over-emphasis on either PR or advertising, or to imbalance of budget allotments.

The system of coordinating advertising and PR varies widely, as does Panelists' satisfaction with it. W. H. Hunt, sales vice-president of U.S. Plywood, for example, says "We have no difficulty at all. They work in harmony [even] when [their] functions overlap—which is very seldom." And E. L. McDonald, assistant ad manager of Kaiser Aluminum & Chemical Co., explains that "we work under one director with frequent meetings between managers. Although comparatively new as separate functions, the two departments work very closely."

Other Panelists are not quite so pleased with the coordination. James H. Beaumont, PR director of A. E. Staley Mfg. Co., claims that "Because of the independent operation of the advertising and public relations func-

tions, it is difficult to coordinate the activities. The problem is being worked on—much has been accomplished. . . the need for, as usual . . . coordination. And J. A. McNay, sales vice-president of Ray-O-Vac, adds that "In spite of conscientious efforts to the contrary and a continuous use of good communications, there are still too many times when 'the left hand does not know what the right hand doeth.' Also, unavoidable duplications occur."

► Strangely enough, more than a few advertising executives express displeasure with the inattention given to public relations. Garth Salisbury, assistant manager of Bemis Bros. Bag Co., complains that "There is no formal effort. Each plant or sales division of the company is left to its own device which vary widely. With no program or no central control, the whole thing is a mish-mash."

D. L. Barber, sales & advertising vice-president of Nebraska Consolidated Mills, says "Our advertising manager handles both, and in this situation, PR is the poor relation who receives the short end of the budget none at all." Adds one disgruntled director: "The PR director is the son of the board chairman. Need I say more?"

► Many Panelists point out that the relationship of PR to advertising has to depend on the company and the product. Val S. Bauman, general merchandising manager of National Biscuit Co., puts it this way: "I believe it largely depends upon the type of business you're operating. Some businesses depend almost entirely upon public relations for their entire sales and advertising effort—such as insurance companies, financial institutions and those who do not have a definite product price advantage but must create confidence in the minds of the prospect as they are trying to interest."

"Where service or intangibles are concerned," continues Bauman, "the public relations director would be rated higher on the organization chart than would be the advertising director. On the other hand, where commodities or tangibles are involved, it would be my opinion that public relations would

secondary, and therefore the advertising director would dominate."

What would you consider would be the ideal arrangement, Tide asked the Panel, to ensure proper coordination of advertising and public relations? Most Panelists feel that the best system for the majority of companies is to have both PR director and advertising director report to a vice-president with responsibilities for consumer relations or over-all marketing. Many Panelists refer to a possible title of human relations vice-president—a title, they feel, which encompasses all the duties of a marketing head with emphasis on the company's obligation to the public.

Here are some Panelists' ideas on the best system for coordinating PR and advertising:

John D. Paulus, PR & advertising director, Jones & Laughlin Steel: "I believe it is erroneous thinking to attempt to subordinate one function to another. Fact is that these activities are so related that they must operate together if they are to operate effectively. Yet in day-to-day operation, they are so different that they must be performed by a variety of specialists. I believe growth and evolution will take care of any infirmities that now present themselves in these fields. . . ."

George Weissman, vice-president, Philip Morris: "Both [should be] independent functions reporting to one person. In addition, on matters of top corporate policy, the PR director should report to top corporate officials."

Roy J. Leffingwell, PR director, Hawaiian Sugar Planters: "There should be a senior staff member responsible for all human relations consulting—call him public relations or anything else. He is management's eye for all phases of human relations. . . ."

John D. Morrissey, advertising manager, Stephen F. Whitman & Son: "Public relations should be concerned with corporate personality and creating demand for the general product. Advertising should be more concerned with creating demand for your brand of the same general product. Consequently, I think the agency should coordinate both under the direction of the top marketing executive."

L. C. Worden, advertising manager, The Know Co.: "[The ideal arrangement will come with] the acceptance of the idea by management that advertising is a part of public relations. While they may operate separately, their policies should be coordinated by a company official cognizant of the vital importance of both functions and of their interdependence on each other."



Adams



Johnson



Nickel



Permoda



McCoy



Bartle



Pollack



Whitman

How eight companies coordinate advertising and PR

Different companies coordinate their advertising and public relations activities in different ways. Here, from an almost infinite variety of possibilities, are eight individual solutions. Each has as its main recommendation that it works for the particular company concerned.

Robert A. Adams, PR supervisor, Providence Mutual Life Insurance Co.: "The advertising manager deals only with sales promotional leaflets and booklets, direct mail and publications designed to give the salesmen latest selling techniques. In our firm he is the sales promotion supervisor. Public relations handles all space advertising, which with us is institutional, and all public relations problems. This set-up is ideal for us. We have tried many other arrangements over our 91-year history. The PR people work with all departments and have the broader view so necessary for dissemination of information."

R. E. Johnson, vice-president, United Air Lines: "Both the advertising and public relations departments as well as the sales department report to me as vice-president and assistant to the president, with responsibility for all public contact, sales and public relations activities. Through my own staff, plus co-ordination among the several departments involved, I believe we can get better balance in our several departmental programs than otherwise would be accomplished."

P. W. Nickel, advertising manager, Bissell Carpet Sweeper Co.: "Advertising and public relations are both under the supervision of the advertising manager, who maintains a close correlation between the two activities. For a company of our size this is an ideal arrangement."

D. A. Permoda, advertising manager, Illinois Tool Works: "We have a distinct break: advertising handles all advertising and publicity pertaining to product. Public relations handles all publicity pertaining to 'people.' No overlap exists—both cooperate on special projects. I like the people-product break."

J. L. McCoy, marketing manager, Graflex Co.: "We use a PR agency and an ad agency who work together. All activities are coordinated through the advertising director. I believe this is a satisfactory arrangement. If our budgets were greatly increased, it would be necessary to divide responsibility, but in any case, PR and advertising are sufficiently related to require cooperation and coordination with each other."

Franklin W. Bartle, advertising manager, Permacel Tape Co.: "We have an outside public relations agency reporting to the advertising manager. This system on the whole works well."

B. N. Pollack, sales promotion manager, Richfield Oil Co. of New York: "In a company of our moderate size it is perfectly feasible for the functions of the advertising director and public relations director to be performed by the same person."

E. S. Whitman, publicity director & advertising manager, United Fruit Co.: "The public relations director and advertising director work closely and sympathetically in areas where their functions touch or overlap, such as the field of institutional advertising."

Tomorrow's blue chip advertisers

By LAWRENCE M. HUGHES

THE 1960 and 1965 models of the American economy will give advertising plenty to talk about—and to *sell*.

"Miracles" of this atomic-electronic-chemical age also must be performed in the market place. New energies, resources, products and services will count only as they are adopted and applied by customers. Every step and segment of our vastly broadening and diversifying "science" must be *sold*.

For example: since 1939 the airlines led all industries in rate of growth by multiplying their business 30 times. Have the airlines achieved this by bigger and better and faster facilities . . . or by the ability to persuade 40,000,000 more passengers annually to *use* them?

Science and selling are getting some big things done together. Since 1939 this team has multiplied the plastics industry 15 times, aluminum 10 times, chemicals 8 times.

These and other industries are just striking their stride. Selling and advertising will speed their momentum. And just as the new industries of yesterday have spawned a lot of today's major advertisers, the new industries of today and tomorrow will multiply and strengthen this group.

Superimpose a list of today's 100 largest national advertisers on the "111 Growth Stocks," conscientiously compiled by the financial firm of Merrill Lynch, Pierce, Fenner & Beane, and you will find only 25 of the same corporate names on both.

This doesn't mean that today's leaders will be less important. It simply means that a lot of other companies will move in with them.

This study concerns those industries and companies which will grow *most rapidly* in the next decade or two. Generally, these are the companies which are starting, or soon will start, to tell their story in business papers, and then ultimately reach out through wider media to create customers for their customers.

Both miracles and prophecy are gaining in economic repute. Because the shape of tomorrow, and the preparation for it, can mean so much, wise businesses have made a basic "function"

out of informed and "practical" predictions. The counseling of businesses and of the millions of people who invest money in them also is based on factual and educated guessing.

Tide's primary sources for this inquiry are studies of various "growth" areas of the economy made by Merrill Lynch, the largest financial brokerage house, and the actions and projections of Floyd Bostwick Odlum, president of Atlas Corp.

While Merrill Lynch does not yet analyze atomic power as a separate industry in its quarterly "Security and Industry Survey," it has issued a 36-page study on "Atoms and Investors."

Atomic energy has been available to private industry for just two years. Yet Westinghouse's Nuclear Power Group will do a \$100 million sales volume in 1956. (In fact, nuclear power progress recently spurred Westinghouse to resume corporate or institutional advertising after a several-year lapse.)

Some others among the hundreds of concerns now studying, and harnessing, the atom for industrial, agricultural, medical and other purposes are: Allis-Chalmers, American Locomotive, American Machine & Foundry, Babcock & Wilcox, Baldwin-Lima-Hamilton, Bendix Aviation, Bethlehem Steel, Combustion Engineering, Detroit Edison, Duquesne Light of Pittsburgh, Dow Chemical, du Pont, Ford Motor, Foster Wheeler, General Dynamics, General Electric, Henry J. Kaiser Co., Walter Kidde, Monsanto Chemical, North American Aviation, Phillips Petroleum, Sylvania Electric, Union Carbide and Vitro Corp.

Basic to atomic energy, of course, is uranium, and Odlum is neck-deep in uranium plans. Over the years what he calls his "situations" have brought him into big problems and opportunities in fields ranging from American and Italian electric utilities, Fifth Avenue stores, Hilton Hotels, RKO, Convair, Barnsdall Oil and now uranium. Odlum's doctoring has developed capital appreciation in virtually all the outfits on which he has operated. Atlas entered the depression in 1929 with \$16,000,000 and emerged, in 1936, with \$100 million. A lot could be said about Odlum's

sense of timing—fortified, of course, with a lot of facts. But in two decades U.S. energies and resources have grown so rapidly that no man can envision the potentials, on the horizon and even under his feet.

In the mid-'30's Odlum leased a lot of land around Moab (Utah) seeking vanadium. His principal pickings were a no-account mineral called uranium. He got out at a loss.

Now he is back at work around Moab. In Lisbon Uranium Corp. and Hidden Splendor Mining Co. he has put \$40,000,000 of Atlas' assets. He expects to get it all back, plus at least 10% profit for Atlas shareholders annually, by the end of 1959, and to work "presently known reserves" until April 1962.

"With our uranium resources," says, "America doesn't have to worry about solar heat. Atlas has just dug the richest hole ever put down in the Colorado Plateau area."

In a recent talk before the Air Power Assn., Floyd Odlum pointed out that "each of us now has nearly 100 times as much energy at his disposal as we had in 1900. . . . the fissioning of the uranium atom has brought us an abundant source of heat that will keep our energy cost from rising." Atomic energy also will be "abundant and cheap" around the world in places where coal and oil are now too expensive in energy value to transport and use."

To recruit more needed scientific manpower Odlum urges industry to use its "renowned imagination in sales technique through advertising and otherwise to impress young Americans that science, when properly taught and understood, is interesting and exciting. Today's juvenile cowboys and Doc Crocketts would have more fun and more future riding the uranium range."

New materials, Odlum believes, will not obsolete older ones: "We now use eight tons of steel per capita annually. By 1975—when the nation's population will be near 220 million—probably we will be using 20 tons each."

Atlas "interests" today range from Argentina to Australia. Odlum believes that America's foreign trade has started to grow: "Our favorable trade

balance in 1955 was less than \$5 billion. We gave other countries more than they bought from us. Foreign aid should help to create foreign trade."

Such forthcoming jet transports as the Boeing 707 and the Douglas DC-8 will play a part in it. Combined orders for these two planes alone now exceed \$2 billion. First deliveries probably will be made in 1959. Meanwhile, domestic airlines have British Viscount and Lockheed Electra turboprops, and Capital Airlines has ordered British de Havilland Comet IV jets for 1959. Already, Fairchild is selling smaller jet planes to companies for use by their executives.

Meanwhile, the "highway market" will continue to expand rapidly. In connection with the 10-year federal-state road-building program, Merrill Lynch has made a study of "Roads and Investors."

Of each dollar involved 13.7¢ would go for contractors' overhead and profit; 4.7¢ for contractors' equipment expense; 20¢ for right of way and engineering; 21.7¢ for contractors' on-site labor, and 29.9¢ for materials and supplies.

Thus, if the entire program costs \$33 billion, \$10 billion would pay suppliers for such things as steel, sand, gravel, cement, concrete, fuel, lubricants, asphalt, tar, road oils, metal culverts, clay pipe, explosives and other materials.

Equipment would come to \$4.8 billion more.

Merrill Lynch gives "some facts on a few road-building companies" — 54 of them. Among those which already have sales of more than \$100 million annually are Allis-Chalmers, American Larietta, Baldwin-Lima-Hamilton, Law-Knox, Caterpillar Tractor, Clark Equipment, Fruehauf Trailer, Ingersoll Rand, International Harvester, Link Belt, Mack Truck, Merritt-Chapman & Scott, Oliver Corp., Westinghouse Air Brake, White Motor, Worthington Corp.

Many other outfits, of course, will get to the act. General Motors, for example, is now making heavier-duty trucks. From the lights on 40,000 miles of new highways to the hamburgers in the new wayside restaurants beside them, these trails to tomorrow will broaden the marketing map.

In the air and on land and sea, the oil companies will continue to speed travel and distribution. Thirty leading refiners now spend \$3.5 billion annually, here and abroad, to assure more "their" forms of energy.

At the same time the oil companies are providing more of tomorrow's materials. Sales of petro-chemicals—for plastics, detergents, synthetic rubber and fibres, paints, anti-freeze, lingerie, shoe boxes and a thousand other things have doubled to nearly \$4 billion in

Many of tomorrow's big advertisers will be in the atomic field . . .



some in the oil industry . . .



and even more in chemicals.



just five years. One-fourth of all chemicals made in this country now are derived from oil and gas. By 1965 this will be close to 50%.

In its study of "111 Growth Stocks" Merrill Lynch lumps "airlines" as a group, but later approves specifically of the prospects of six of them. Thus the 111 become 117. The 117 break down into four types "growth" companies: *Investment* or especially "safe," 33; *good quality, wide price movement*, 37, *speculative*, 38; and then nine producers of aircraft, guided missiles, etc., marked *special-dependent on national defense*.

Of the 25 current largest advertisers which happen to land among the Merrill Lynch "fastest growers," six are oils, five chemicals, four electronics, three airlines, two aluminum and two rubber. Others are Scott Paper ("investment-type"), Time, Inc., and Borg-Warner ("good quality, wide price movement").

Oils on both lists are Gulf, Shell, Socony Mobil, Standard (Ind.), Standard (N.J.) and Texaco; chemicals, du Pont, Dow, Eastman, Monsanto and Olin Mathieson; electronics, RCA, Sperry Rand, Sunbeam and Sylvania; airlines, American, Eastern and TWA. Others are Alcoa and Reynolds in metals and Goodrich and Goodyear in rubber.

Among the 27 current sales billionaires in manufacturing, only 12 make the Merrill Lynch greatest-growth group. In fact, from its 117 are excluded:

All food, confectionery, soft drink, alcoholic beverage and tobacco producers, and all makers of soaps, proprietary medicines and toiletries, except Vick Chemical. (Vick rates because it has "diversified into chemicals, ethical drugs, plastics and cosmetics.")

Among other exclusions are all textiles, (except synthetics); all apparel makers and department store chains, except Sears, Roebuck; all motor car and truck makers, except Ford of Canada and Fruehauf Trailer; railroads and equipment, farm machinery, and such long and widely used metals as steel, copper and silver.

Of the 33 *investment-type* "growth" companies analyzed by Merrill Lynch, 19 are oil-natural gas and chemical. Three are ethical drugs (Abbott Laboratories, Merck and Chas. Pfizer); two glass (Corning and Owens Corning); two "forest products" (Scott Paper and Weyerhaeuser). Others include IBM, Minnesota Mining and Manufacturing, Sears, Roebuck, and several insurance companies.

The 10 "investment" oils are American Natural Gas, Continental Oil, Gulf, Phillips, Shell, Socony Mobil, Standards of California, Indiana and New Jersey, and Texaco.

The nine "investment" chemicals are du Pont, Dow, Eastman and Monsanto (but not Olin Mathieson), plus Allied Chemical, American Cyanamid, Hercules Powder, Rohm & Haas, Union Carbide.

After first calling airlines en masse "speculative," Merrill Lynch later puts under that heading Delta and TWA, and makes American, Eastern, Pan Am and United "investment-type." Not mentioned specifically are Braniff, Capital, Continental, National, Northeast, Northwest and Western.

Among 37 growers of "good quality, wider price movement," the oils again are out front: Amerada Oil, British American Oil, Houston Oil (in which Time, Inc., has been making money), Republic Natural Gas, Sinclair, Skelly, United Gas. Chemicals listed are Hooker Electrochemical and Olin Mathieson; ethical drugs, Schering, G. D. Searle, and Smith, Kline & French; metals, Aluminum of Canada, Alcoa and National Lead (largely because of its growing stake in titanium); rubber, Goodrich and Goodyear; electronics, Minneapolis-Honeywell and Sperry Rand; publishing, McGraw-Hill and Time, Inc.; machinery and tools, Caterpillar Tractor and Excell-O; "forest products," MacMillan & Bloedel and Lily-Tulip Cup.

Three "quality" grocery chains mentioned are Loblaw Groceries, which do about 40% of Canada's retail grocery business; Grand Union in the US

Northeast, and Winn & Lovett in the Southeast. (A&P is almost entirely family-owned. Merrill Lynch omits from the "growth" 117 even its "own" Safeway Stores, now headed by Charles Merrill's son-in-law, Robert Magowan.)

Electronics leads the "speculative" group, with Beckman Instruments, Carrier Corp., Consolidated Engineering, Haloid Co., Motorola, RCA, Sprague Electric, Sunbeam, Sylvania, Taylor Instrument, Tecumseh Products, Texas Instruments, Trane Co.

Expansion into chemicals would speed the growth, though "speculative," of various other outfits. Among these are Food Machinery & Chemical and the Visking Corp. Pioneer of cellulose casing for sausages, Visking now uses polyethylene film in raincoats, building insulation, etc. Other chemical comers are American Potash, Ferro Corp. (porcelain enamel, fibreglass products and titanium), Foote Mineral (lithium chemicals), Lithium Corp., Lindsay Chemical (thorium as an atomic fuel), and National Aluminate.

Singled out among "speculative" metals are Kaiser Aluminum & Chemical and Reynolds Metals: in oil and gas, El Paso Gas, Gulf Interstate Gas and Warren Petroleum. (Warren has joined a lot of other oil companies in petrochemicals.) Other good risks are found to be Fruehauf (which this year probably will sell 50% more trailers than it did in 1955); Polaroid, cameras and optical equipment, and General Tire, now heavily engaged in jet-assisted take-offs for guided missiles and in solid and liquid rocket fuels.

Nine companies listed separately because of "dependence on national defense" are Bendix Aviation, Boeing Aircraft, Douglas Aircraft, Garrett Corp. (aircraft components, etc.), General Dynamics (Convair and Canadair planes, nuclear-powered submarines, etc.), North American Aviation, Thompson Products (parts for motor cars and airplanes and a booming electronic business), and United Aircraft. Notably absent here are Lockheed and Curtis Wright, whose sales in 1955 were \$67 and \$509 million, respectively.

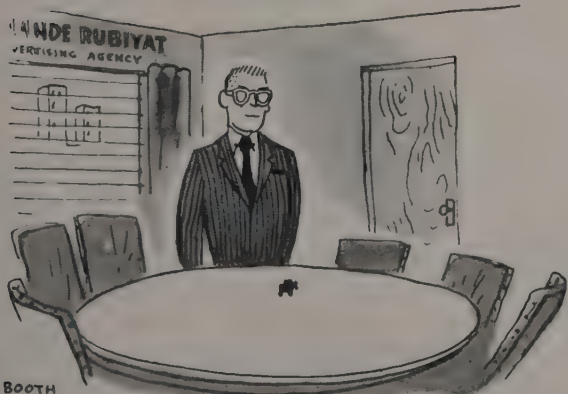
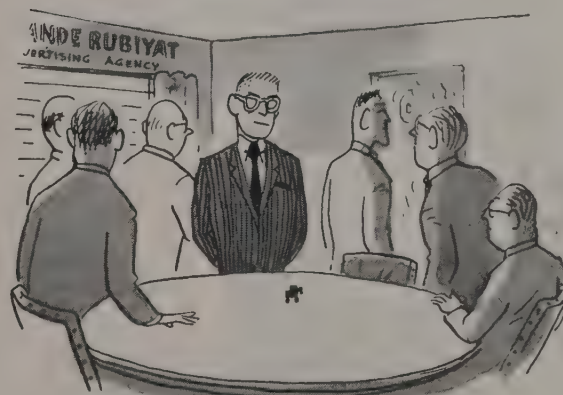
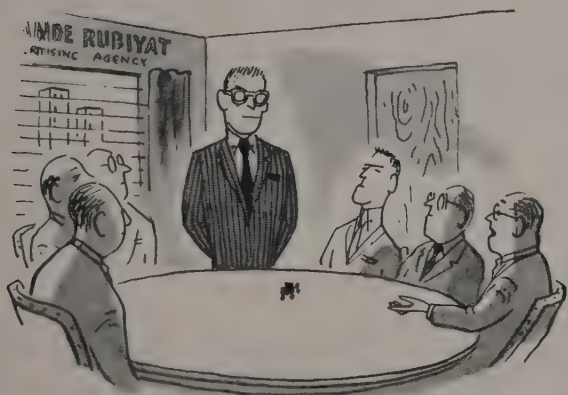
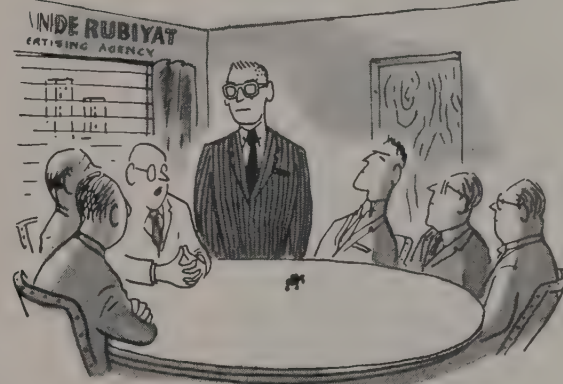
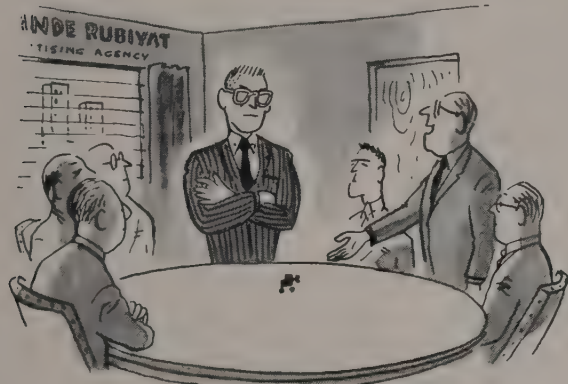
Growth must be financed. Tomorrow's blue chips will be determined largely by the extent to which investors are sold on them. In the last several years, Standard & Poor's shows that the industries which made great gains in stock prices—from 957 to 302—were, in descending order: aluminum, paper, rubber, paints, aircraft, metal fabricating, cement, steel, oil, machinery, electrical equipment, automobile machinery, building materials and chemicals. Among such, and nuclear power, will emerge the new blue chips of tomorrow's advertisers.



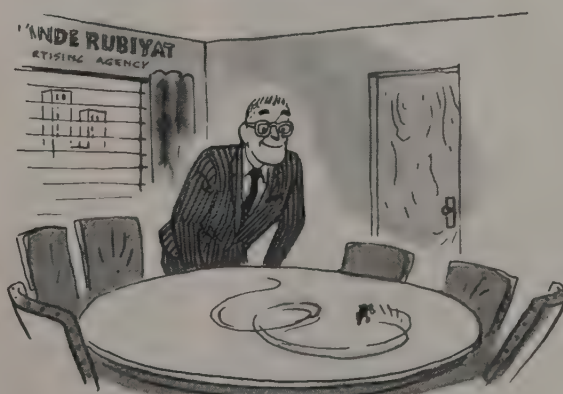
Atlas' Floyd Odum
Even atoms need advertising



"Let's see that new premium for Federal Mills"



BOOTH



Discount house

- The low-overhead discount house, he says, is due for expansion.
- And any retail store can use discount methods successfully.
- The ideal outlet is the combined discount house supermarket.
- Here's the why and how of discounting's future.

ALBERT V. SAPHIN likes to boast that at 15 he was the youngest minstrel man in show business. Today at 53, lean, balding Saphin is still something of a showman. An appliance dealer and discount operator for most of his life, Saphin is becoming probably the first consultant in the business of turning ordinary retail outlets into discount houses or starting new outlets from scratch.

➤ The mere fact that discounting has reached the stage that it can afford consultants is significant. That Saphin thinks his business will support a staff of five experts who will organize departments, set up supply lines and train executive and sales personnel is even more important.

Saphin obviously thinks his services will be much in demand. (He's had over 30 inquiries from sizable firms in less than a week, including department stores, jewelry houses, appliance & furniture stores and soft goods retailers. About half the inquires came from chain stores.) "After all," he reasons, "discounting is a specialized business, very different from department stores or traditional small retailing. Discounters average an 18-20% markup, against about 40% for department stores. At the same time, an efficient discount operation will net 3-6% on sales, double or triple the department store net. To do this kind of thing successfully needs special knowledge."

➤ The guts of the discount business, he thinks, is low operational costs: "Discount houses were made by nationally advertised brands, and every discounter worth the name stocks only branded merchandise. When a consumer walks into a discount house, he usually knows what he wants. He comes to buy, not to be sold. This cuts out a lot of expense other kinds of stores have to put

up with all the time. For example

• "First, most items are sold in sealed cartons the way they come from the manufacturer—no fancy wrapping, no elaborate displays. The consumer isn't interested in pretty packages, he wants the goods inside the box and he's just as happy to take it away in the original carton.

• "Second, there's no need for impressive selling floors or plush offices (or plush officers, either).

• "Third, discounters don't need a salesman to a customer. One man can handle 10 customers at a time, because discount personnel are not salesmen—they're traffic directors. Their job is to steer customers to the department where they can buy what they're looking for. For the occasional customer who comes in, say, to buy a radio but doesn't know which brand she wants, a smart discount house will have a specialty man who really knows the stock in the department. He'll give advice if it's asked, but he won't try to pressure a sale and he won't push any particular brand because of the markup."

➤ While he'll tackle any kind of store that wants to hire him, Saphin is most enthusiastic over the potential in food supermarkets for discount house merchandising. "Supermarkets have the capital, they have prime locations and consumer confidence. They also need a way to realize a larger profit from their sales volume. What's more, I think consumers are at the point where they would enjoy shopping for hard goods and packaged soft goods in a supermarket. That's real one-stop shopping."

Saphin is convinced it will be easy to integrate a discount house into a food store. "Big supermarkets," he argues, "especially outside of New York, have more than enough space to accommo-



consultant Saphin

a discount operation. We can tailor the layout to the space available. What's more, self-service in a supermarket lends itself to discounting, which is similar in many respects. Even the quality of the help won't have to be changed much. The majority of the employees in both kinds of store aren't highly specialized. Supermarket workers could easily be trained in discount selling.

"There's still another argument for supermarket discount houses: with the craze for trading stamps that's going on now, a supermarket could issue its own stamps and catalog, and use its discount department as a premium redemption center."

In addition to his vision of the supermarket discount house, Saphin has quite a few other ideas as to what a discount house should be and how it should operate. Here's a sampling:

• **On advertising:** "Except for an occasional special promotion, discount houses should stick to institutional advertising. After all, they're in business to sell branded products which are pre-sold by the manufacturer. Why should they spend money advertising products? They should stick to promoting the store name. A discount house isn't a department store. The big stores have to advertise because a lot of their

merchandise is private label and captive brand stuff. If they don't advertise it, no one will."

• **On cooperative ad allowances:** "Manufacturers deny that they give discount houses co-op money, but the biggest stores do get it very quietly. I don't know if any discounter makes money on co-operative allowances."

• **On Fair Trade:** "It's pretty much of a dead letter. Even those manufacturers who support it let their merchandise into discount houses. And the few real holdouts are just shortsighted. By withholding their lines, they're forcing discounters to stock regional brands and those with spotty distribution patterns. One day those national advertisers will wake up and find they don't have a mass market any more."

Once known as the youngest old-timer in the business, Saphin at 23 was general manager of a now defunct chain of music stores in the New York metropolitan area. ("I left vaudeville after the birth of my first child. My father asked me when I was going to settle down. So I got a job in a music store, which seemed a logical starting place for me.") After several years in appliance retailing, and several more as a phonograph manufacturer (Electro-Tone), Saphin took the plunge into discounting in 1935.

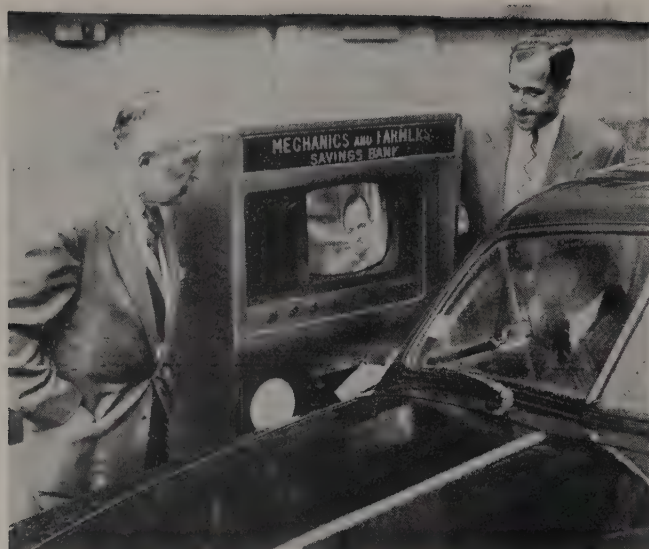
► "I was one of the pioneers in the business," recalls Saphin. "We all started upstairs in office buildings, with shopping services for low-income office workers. We paid less rent that way, and we felt that unless we sold branded merchandise under list prices, people wouldn't come in. Sure there was opposition to discount houses. But in the old days department stores and mail-order houses met the same resistance from manufacturers and small retailers that we met from department stores and very often the same manufacturers. Discounting is merely another step in the evolution of retailing. But we did well. My three-store chain in New York, Monarch-Saphin Co., did \$6,500,000 business in 1950, our biggest year."

► The point Saphin makes over and over again is that discounting is becoming highly respectable. "Discounting used to be the poor man's way of shopping; now it's everybody's way. Manufacturers will have to learn that." He emphasizes that the discount house is tailored to the consumer's needs. The field is settling down: stores are more orderly, service is better, prices don't vary from store to store the way they used to. Furthermore, discounting as an idea is spreading. "Anything," he claims, "can be discounted. Any large department store in a downtown district can be turned into a discount house by cutting operating costs intelligently and merchandising in the discount method." Saphin thinks he's pointing the way toward retailing's future. ■



Discount house consultant Saphin

"Discount houses were made by nationally advertised brands, and every good discounter stocks only such brands."



Bank president Philip S. Davison (left) and Mosler's John Mosler watch customer use Mosler's TV Snorkel, a curb-side banking device. Bank teller Edward Kasperek (right) can be seen & talked to by customer depositing money

Mosler's safe marketing policy

- Mosler Safe Co. is at work expanding its basic market.
- It boast everything from a hired designer to 1,000 dealers.
- It has an ad technique that bets on different media each year.
- Here's how the program works and its success so far.

MOSLER is a name synonymous with safes and has been for years. Its market is hardly highly competitive, its product hardly in vast demand. Yet this year Mosler Safe Co. (Hamilton, Ohio) will spend \$500,000 for advertising in the U.S. and abroad, plus a like sum on cooperative advertising & sales promotion. Reason: the company is at a point where to expand sales and profits it must expand its basic market.

Mosler has not always had today's forward looking marketing policy that includes an impressive advertising program that has Mosler executives turning up quite regularly at bank openings, on televised business meetings and for other public relations efforts, that keeps designer Henry Dreyfuss on retainer continually to beautify Mosler safes, that maintains a dealer organization of over 1,000 dealers—the largest such group in the \$100-million-a-year safe business.

► Since 1946, when Mosler began to develop its current marketing policy,

sales (with an obvious assist from the general business boom) have increased a huge 400%.*

Mosler's marketing mission is basically simple. It's out to broaden its market and thus increase sales by changing the general conception of a safe as an ugly, squat, cast iron box which only the rich own. "We hope," says ad manager Langdon Littlehale, "to convince businessmen—our biggest market outside the bank business—that they need a safe to protect their records, a safe designed so they will be proud to own it."

Next month, for example, Mosler ads will trumpet a new line of low-price (\$150-\$500) record safes featuring color interiors to fit office decor (Mosler put color on safe doors four years ago). Designed by Dreyfuss, the interior of these safes has a letter file and cash drawer (two features requested in a re-

cent consumer survey made for Mosler).*

► The transformation of Mosler into an aggressive marketer clearly began with a 1946 consumer survey by Albert Frank-Guenther Law, Mosler's ad agency at the time. The survey indicated that businessmen generally didn't know much about safes and often estimated their cost at 10 to 30 times higher than actual price. Mosler promptly invested \$5,000 in three business magazines to explain about safes. Amherst graduate Littlehale, who is 36, has been spending about 70% of his \$500,000 national budget in business magazines, the rest in newspapers. But Littlehale, who joined Mosler in 1948 (he worked on the account of Albert Frank), is a strong believer in changing the pace of his media technique. Aside from advertising in 30 or so banking publications, he will concentrate his attack this fall on businessmen through a combination of management and general interest magazines (Business Week, Dun's Review, Forbes, Fortune, Modern Office Procedure, Nation's Business, National Geographic Newsweek, New Yorker, Time, U.

*In three plants in Hamilton, Covington (Ky.) and New York, Mosler produces three main types of units: record safes (an insulated steel box protect records against fire); money safes for burglary protection; bank vaults with doors weighing up to 50 tons. Mosler makes three out of four U.S. bank vaults and half of all private safes. It also makes and markets mechanized rotary filing systems.

*Mosler's closest competitors are Diebold (Canton, Ohio) and Herring-Hall Marvin (Hamilton, Ohio), followed by a dozen or so smaller firms. Now in its 108th year, Mosler is still family owned: Edwin H. Mosler, Jr., and John, president and executive vice-president respectively, represent the fourth generation in the business.

News & World Report, Wall Street Journal). Littlehale believes that an occasional foray into general magazines catches the businessman at an off moment when he has more time to think (and maybe worry about his money and records).

Littlehale soon will repeat his most outstanding successful change-of-pace technique so far—spot radio. He is quite satisfied with the sales results of the spot campaign Mosler waged last year in six of the eight cities where Mosler has branch offices: Boston, Buffalo, Chicago, New York, Philadelphia and Washington.

Using humorous one-minute spots announcements were a take-off on Dragnet), Littlehale placed his commercials on early-morning shows to catch businessmen before they went to work (via Stockton-West-Burkhart, Cincinnati; J. Walter Thompson handles overseas advertising).

Mosler's successful radio commercials built this four-point sales story: you should protect your records from fire; your old safe is probably not much good; a fireproof office is not complete protection for records; you can't fully collect on your fire insurance unless you have records to show proof of loss (this copy theme is repeated in current magazine ads). At the end of each radio commercial, the local announcer then gave the address of the nearest Mosler dealer (magazine and newspaper ads have coupons).

Equally important to Mosler's sales success is product design (Mosler once had Raymond Loewy streamline its safe door).

Mosler's newest products (Dreyfuss-designed) also have their public relations values fully exploited (via Harshe-Rotman, Inc.)—e.g. bandit-proof "drive-in" teller windows for banks, sidewalk "baby buggy" windows for convenience of mothers, the TV Snorkel curbside-teller (see cut). Mosler's TV Snorkel resembles a king-size mail box situated on the sidewalk. Motorists can see and talk to the bank teller via closed circuit TV.

While Mosler is successful in its sales to banks and businessmen, sales to the public are another matter. Littlehale says that an immense educational job must be done to convince a householder he needs a safe. Sales to homeowners are hindered by the problem of putting a heavy safe in walls that can't take the weight, also by the boom in branch banking, with safety deposit boxes within walking distance. "Don't be surprised, however," comments Littlehale, "if we get around to tackling this market soon."

the WOMAN'S VIEWPOINT

By Dorothy Diamond

®

Package protection

Curious as to whether we should convert our motley assortment of fire and theft policies into a new "package protection" plan, we recently answered a suburban agent's advertisement. Back, on the heels of some telephone conversations, came a lengthy and confusing letter.

Our man at Liberty Mutual proved far more helpful. Liberty has accomplished no mean feat: it has managed to condense all of the pertinent information into a four-page folder. Its type is legible and the terms are not oppressively technical. Two columns of figures, contrasting present insurance with the package policy, enables the policy-holder to see at a glance what savings (if any) could be achieved by a conversion.

Since I must confess to the traditional feminine befuddlement on such matters, I was enormously impressed by this concise and clear presentation.



How, where and when to shop abroad

As many a husband has discovered to his sorrow, on a trip abroad his wife gets more pleasure from shopping expeditions than museums and cathedrals. Playing up to this acquisitive instinct, Scandinavian Airlines has embarked on a series of shopping guides predestined to be popular.

The first of these, "Shopping Your Way Through Scandinavia," contains an amazing assortment of aids for unloading foreign currency. City maps, a chart of European vs. American sizes and a store directory are some of its features. The next one, dealing with Northern Europe, will tell you what souvenirs you can bring home from the Soviet Union.

By-lined by Sally Ann Simpson, a corporate personality, the booklets are distributed both to women passengers and to women who write in for them. A useful travel accessory; indeed! What's the pay-off for the airline? Since it's so often the woman who instigates and plans a trip, this is part of a public relations program to win

her friendship and to impress upon her that Scandinavian flies to many more countries than implied by its name.

Pills anonymous

In this antibiotic age of ours the average medicine chest holds a conglomeration of pills that once cost as much as 60 cents a swallow and now belong in the "mystery drug" category. If an ailment recurs, you might very well end up taking dramamine for your sore throat and streptomycin for motion sickness. The druggist has decorated the label with information of value to him (your name, the doctor's name, the number and date of the prescription) but precious little of value to you.

I hereby issue a plea to the drug industry to crusade for an end to chaos in our medicine chests. Why not have the label give the name of the drug and the illness for which it is intended? (Since medical articles in magazines are so brutally frank, reticence in the privacy of our homes strikes me as foolish). Why not substitute specific directions (even though this may take the M.D.'s cooperation) for the vague "as directed"? And why not state how long a medicine remains potent and safe, for medicine chest-cleaning time?

I'm also opposed to a label that's merely inserted in the bottle and is prone to fall out. Is a sturdy paste or tape job an unreasonable request?

Dear sir

Not so long ago, when I read in the newspapers that one of our large corporations was offering a pamphlet on plastics, I promptly dropped a postcard for a copy. Soon afterwards I received a form letter which told me that the booklet was on its way and offered to supply me with additional information. A thoroughly nice public relations gesture. But while my name and address were typed complete with "Mrs.," the printed salutation was "Dear Sir." A small oversight, but one that subtracted from my otherwise favorable impression and could be so easily corrected.

Help for the airborne executive

- Horton & Horton designs interiors for company planes.
- Its big job is to sell businessmen on more comfortable planes.
- Here's how it hopes to do that job.

THANKS to Bill and Dorthie Anne Horton, Nicaragua's president Anastasia Somoza buzzes around Central America these days in a helicopter whose interior is tastefully decorated in blue and white polka dots.

This is the kind of job the Hortons thrive on. As owners of perhaps the only decorating firm specializing in custom aircraft interiors, the Hortons' daily concern is with unborn calf hide panels, glove suede fringe, concealed refrigerators, hand-hooked carpeting and engraved, inlaid safety belts.

While commissions for foreign governments (e.g., South Korea, Yemen) constitute the glamor part of their business, the Hortons' bread & butter is earned decorating some of the 35,000 small to medium-size aircraft used (at least part of the time) to haul U.S. business executives on company missions.

➤ Since 1954, when the Hortons gave up their profitable upholstery business to gamble on the age of tax-deductible flight, Horton & Horton Custom Works

has processed upwards of 500 twin-engine company planes through its Fort Worth (Tex.) hangar.

The company plane, thinks Horton, a Texan and one-time manufacturer of automobile seat covers, has come of age. "These days," he explains, "corporations think of planes as good business. A manufacturer of business machines, for example, recently flew a plane load of bankers to his plant to see the company's newest electronic wonder. Transporting the machine would have been prohibitively expensive and time-consuming. I'd say that companies with their own planes have saved millions of dollars, by giving executives who must travel more hours in which to work, by circumventing plant breakdowns, by hauling critically needed supplies, and by stepping up the number of sales trips possible."

The Hortons are firmly committed to dressing up company planes rather than any other type of aircraft because of the custom nature of their work. Says Horton: "There's no potential in

the mass aircraft market: private owners who can afford our services are few and far between. For different reasons we're not looking for commercial airline contracts. Airlines of necessity are concerned with mass-produced interiors and we're not. Economically speaking, the airlines couldn't justify our kind of craftsmanship. Anyway the airlines fly only about 1,500 planes. Corporate fleets far outnumber them."

➤ With practically no competition in their specialized field, the Hortons, nonetheless, have a classic selling job on their hands: to convince plane owners or prospective owners that a handsome, comfortable interior is just as good business as the plane itself. "The fancy plane as such," claims Dorthie Anne Horton, the salesman of the team, "went out with King Farouk. He had a plane with bay windows fitted with silk-covered divans—we didn't do that job! The executive whose company owns a plane is not a nabob, but neither is it right for him to tire in bucket seats. We try to give a look of functional beauty to our planes. In other words, although a corporate aircraft must reflect good taste and create an atmosphere conducive to good business, it must nevertheless serve its primary purpose, which is easy, fast trans-



Designer Bill Horton and a comfortable Horton & Horton interior built for American Liberty Oil Co.

portation for company officials. In addition, all our planes are designed in such a way that they can be swiftly converted to carry either freight or litter patients. Oil companies, for instance, need planes which can carry heavy cargo overseas and a top executive on the return trip."

In the company's early days, Dorthie Anne Horton logged thousands of miles in personal selling trips. As more planes went through its shop, Horton & Horton gradually found itself in the enviable position of providing a service that promoted itself. The planes caused comment and garnered a good deal of magazine and press coverage, both of which led to inquiries and further sales. The Hortons backed up their flying advertisements with some direct mail and small-space ads in aircraft trade magazines (last year's budget: about \$10,000).

► Sametime, one-man selling, reliance on word-of-mouth advertising and magazine write-ups won't attract those companies which aren't convinced that the Horton's brand of custom work is a worthwhile investment. Something more ambitious, thinks Bill Horton, is needed for that job. Consequently, with three large multi-plane contracts paying the basic freight (interiors for Aero Design & Engineering's Aero Commanders, Bell Aircraft's production model helicopters, Riley-Temco's Twin-Navions — all destined for corporate ownership), Horton & Horton plans a stepped-up promotional program (via Bevel & Associates) utilizing public relations and institutional advertising.

On the advertising front, tie-in promotions with various manufacturers whose materials the Hortons use in their interiors are being considered for their prestige value (four such manufacturers have shown interest).

In the Hortons' prime promotional effort, though, the advertising will be steered away from the kind of nuts & bolts copy that Horton & Horton has used up to now, will stress the theme of "management in transit" to build an image of the company's service as an indispensable aid to top management instead of an unnecessary luxury. Quasi-technical "before & after" ads on the engineering that goes into aircraft seats will be scuttled in favor of illustrations of "functional beauty" at work. The ads will be largely taken out of aviation magazines (though some advertising will continue in these) and placed instead in prestige consumer books.

In short, the Hortons not only hope to cash in on the growth of corporate aircraft (their current annual volume is around \$500,000) but to give that segment of flying a good push. ■

ONE ADMAN'S OPINION

By Lester Leber

®

Wanted: house agency

There are rumors around the trade that a certain substantial advertiser will set up its own private agency to handle brands now with a half dozen bona fide agencies. The purpose would be to effect an annual savings in six figures.

The sooner this happens, the better. We can all use a good case history of what will happen when a company accustomed to the counsel and skills of top-notch independent agencies attempts to get along without them.

Chances are that within one year such an advertiser will be asking for agency solicitations—and the air will be cleared of confusion, self-doubts and unnecessary speechifying.



True words in jest

Observation by an agencyman whose current campaign had been criticized by the client's country club cronies: "There are three fields in which amateurs are better than professionals . . . baseball strategy, advertising and sex."

Electronics & chemistry can be interesting

"Did you know that gases, like puppies, have to be scrubbed clean?" That's the opening sentence of an Allied Chemical color page in a consumer magazine. It is intended to be folksy and intriguing but it falls flat on its little old ethylene. That last mouthful is the stuff that is used to remove impurities from gases and to make molded tubs in which dogs can be washed. In order to complete this laborious scrubbing gambit, the ad shows a cocker spaniel and a gas plant.

IT&T hardly tries for readership with its "We build electronic BRAINS for guided missiles." Ditto for IBM's "How Fast Can America Strike Back?"

It's strange that so many giant companies responsible for startling technological developments are also responsible for boring ads in consumer media.

On the other hand, there's

Du Pont with consistently smart advertising. And companies like Admiral with its announcement of a portable radio powered by the sun.

The moral seems plain. Talk about your scrubbing towers, guided missiles and bombing equipment and you run the risk of talking largely to yourself. But consumers can readily understand and want to know about new conveniences such as wash-n-wear fabrics or sun-powered radios.

Death of the siesta

Volumes have been spoken and written about the postwar revolution in marketing. But the essence of a major phase has not been better told than by Sports Illustrated in these eight words: "Nobody falls asleep on Sunday afternoon anymore."

Macy's quickly showed how this change in American habits has boomed sales of myriad products by seizing the phrase and tying it into a newspaper page for bowling balls, Ivy League caps, barbecue grills, electric drills, cameras and oil paint sets.

The problem was not to find enough items for a leisure-time ad—because the list is endless. Almost everything we wear or eat (as well as the more obvious sports and hobby equipment) can be designed, packaged and sold for use on Sunday afternoon . . . also Saturdays, holidays, vacations and after-hours. Manufacturers and retailers who have not promoted accordingly may be the only ones still indulging in afternoon naps.

Copywriters' annual occupational disease

Each year, as November approaches, advertising breaks out in a rash of electionitis. The epidemic becomes particularly virulent every fourth year.

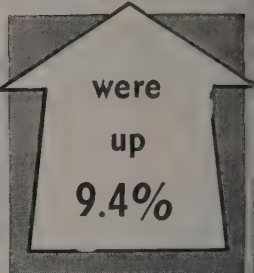
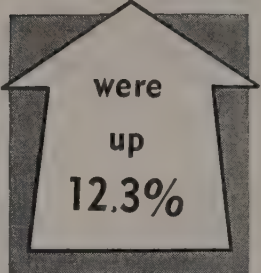
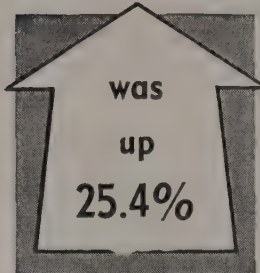
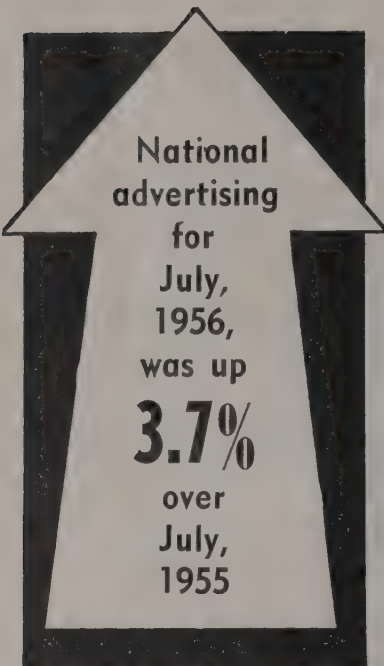
Innumerable advertisers will be asking us to "vote" for their product. They will be "campaigning" for customers. Their merchandise will be "candidates." They will announce "platforms."

This sort of thing is so contrived and hackneyed that it causes no action beyond a large yawn.

NETWORK TELEVISION

FARM PUBLICATIONS

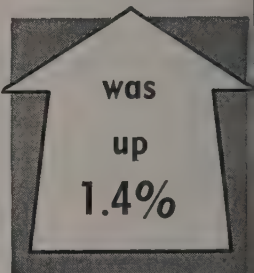
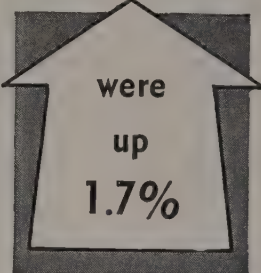
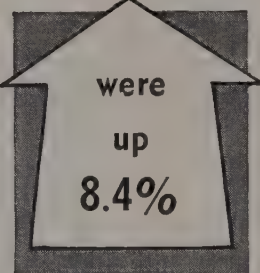
MAGAZINES



BUSINESS PUBLICATIONS

NEWSPAPERS

OUTDOOR



July national ad volume bogs down 1956 pace

After some major gains early this year, national advertising volume for measurable media began to slow down this summer, leveling off in July to pace only slightly higher than 1955's comparable period.

While some of this year's early months were running as much as 12% above 1955's like months, July was only 3.7% better than 1955's July. According to the Tide Advertising Index, prepared by J. K. Lasser & Co., July hit 156.1 points, compared to 150.6 for the same month a year ago.

While this undoubtedly represents a seasonal slow-down, it also means that the rest of this year will have to rack up record increases if 1956 is to live up to ad volume expectations.

Newspapers, which usually do well during summer months, had a comparatively poor July: the July Index figure was 153.6 points, compared to 151.1 in 1955's July, only a 1.7% rise. Network television, however, took up the slack with a whopping 25.4% jump, from 281.6 points last July to 353.1 points this July.

The other four measurable media did reasonably well:

- Farm publications took a healthy jump, from 70.7 points to 79.4, a 12.3% increase.
- General magazines went from 100.2 points to 109.6, an increase of 9.4%.
- Business publications went up 8.4%, from 163.3 points to 177.0.
- Outdoor climbed slightly, from 159.2 points to 161.5, a 1.4% rise.

For the year-to-date, net TV is running almost 20% ahead of 1955, with magazines, farm and business publications also doing notably well.

Network radio figures are not reported because of rate complications, but an estimate is included for consistency. All Index figures are based on 100 equal to the 1947-1949 average, except television, where 100 equals the 1951 average.

YEAR TO DATE

	1956	1955	% Chang
National Advertising	193.9	175.8	up 10.3%
Newspapers	190.8	175.0	up 9.0%
General Magazines	159.0	141.3	up 12.5%
Network Television	365.0	304.8	up 19.8%
Outdoor	157.2	149.0	up 5.5%
Farm Publications	129.4	115.2	up 12.3%
Business Publications	193.7	172.2	up 12.5%

THREE-MONTH TREND

	July 1956	June 1956	Mo 1955
National Advertising	156.1	200.4	228
Newspapers	153.6	197.3	229
General Magazines	109.6	163.3	205
Network Television	353.1	359.1	381
Outdoor	161.5	174.9	180
Farm Publications	79.4	105.7	139
Business Publications	177.0	206.5	210

All Quiet on

Hidden Spring Lane

"It's ten o'clock. The children are in bed. My husband has turned in early. He has a hard day ahead of him tomorrow..."

"The supper dishes are done, the orange juice is chilling for breakfast. The porch light is out and the door is locked. It is very quiet—no sound except the sound of my pen scratching and the sighing sounds a sleeping house makes.

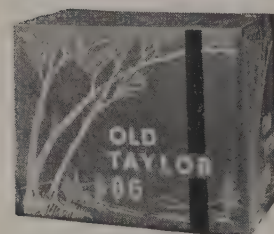
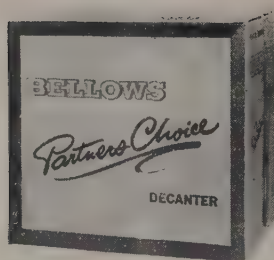
"I suppose you get a lot of letters from women, thanking you for a recipe or a fashion article or a story. But I am writing to thank you for just talking to me. My children—we have three, all under five—keep me busy and happy through the day. So busy, in fact, that I sometimes miss the sound of adult conversation. Sometimes it seems as though my whole day were spent talking baby-talk. If there were nothing to take me outside my home—into problems, interests and subjects of the outside world—I'm sure my mind would start *thinking* in baby-talk! But there *is* something—your magazine.

"In the world of the Journal's pages, I find someone who talks to me just the way another woman would, about all the wealth of things dear to every woman's heart. When I am with my Journal, I don't think that even a hurricane would disturb me!

"So I am writing to you personally to thank you for talking to me personally. For talking to every woman—for reaching out from your heart, into ours. I thought that you would really like to know how women feel about you. Because I feel that you are really interested in us...Thank you."

(This letter, a composite of thousands which Journal editors have received, may answer a question men have often asked us—why we call *Ladies' Home Journal* "The magazine women believe in.")





Publicker's ad director Smith designed its new matching decanters. At left is National Distiller's gift case

Publicker's latest packaging move

- The distiller puts all brands in the same decanter.
- Idea is to get customers to buy a "matched set."
- Meantime, National Distillers has a gift case.

THE nation's fifth largest distiller, Publicker Industries, Inc. (Philadelphia), thinks it has the hottest item in decanters since England's statesman Charles James Fox ordered a special one made so he could drink to the downfall of Napoleon.*

➤ What's startling about Publicker's decanter is the fact that the decanter is more than one—it's a matched set—and Publicker even has the "matched set" copyrighted. Instead of making a separate decanter for each brand, Pub-

licker can save costs across the board by putting each of its brands—Old Hickory Bourbon, Dixie Belle Gin, Rittenhouse Rye, Cavalier Vodka, Philadelphia Blend, Embassy Club—in the same styled bottle.

Each of the decanters has, on the front, the regular brand label. All labels, including the mandatory information, are applied with a special pressure-sensitive adhesive to make them easily removable. However, the generic name—Bourbon, Rye, Vodka, Gin and Whisky—is imprinted on heavily embossed metal foil permanently installed in a specially designed panel cut into the decanter, so that each bottle will always carry the type of liquor inside. In this way, they can be refilled later, used year-round, and will make gift sets for birthdays, Father's Day, summer promotions, etc. Publicker intends to promote them as such.

Says John L. Leban, Publicker's executive vice-president: "The splendor of fine crystalline matched decanters is now within the reach of every home. Liquor retailers can capitalize on the same buying impulses that created such high demand for matched sets of golf clubs, china, sterling silver bed spreads, and other luxury items."

Publicker hopes that its matched decanters will appeal strongly to Americans, who last year spent \$4½ billion on nearly 200 million wine gals. of liquor and bought up an estimated 1,000,000 bottles for Christmas gifts.

➤ While decanters are not new, they made a big comeback about five years ago, helped re-establish bourbon sales. At first, bourbon was the only liquor so gift packaged for Christmas. But the idea caught on with the public, and each year the decanters have become more individually stylized, more ornate. They've also been promoted for alternative use as candle holders, some had a removable top that could be used to simulate a brass table leg, but most of the decanters were ready for the waste basket once the liquor was used up.

*Although Publicker is the fifth largest distiller in the U. S., it's a poor fifth. Seagram, Schenley, National Distillers and Hiram Walker gobble up 75% of the market, leaving Publicker with no better than 6%. Publicker's sales problems are made worse by the fact it has enormous production capacity, owning what it claims is the world's largest distillery. Last year it tried to market bourbon in Europe, a temporary expedient, but it made big news in the liquor industry by marketing a three-pack at a cut price of \$10.50, or a \$1 saving on each bottle. Officials claim the two-month promotion in September and October helped to increase liquor sales 7% in New York City alone.

The **TIME** READER* as seen by R. TAYLOR



FAMILY MAN



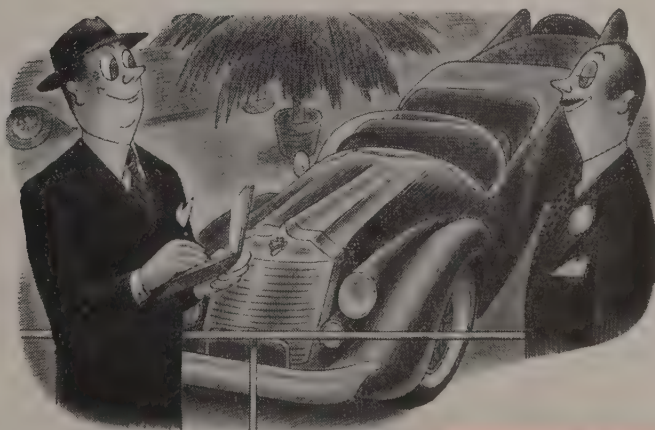
SPORTSMAN



MAN OF LETTERS



OFFICE HOLDER



GOOD PROVIDER

*TIME's readership is the biggest concentrated audience of best customers and influential people in the United States today. Nevertheless, Richard Taylor exaggerates . . . not all TIME readers are big game hunters.



WWTV

~~STOPS~~

THE PRESS!

With full power of 316,000 watts harnessed to the 1,282 ft. WWTV tower, 48 of Michigan's 83 counties now fall within the coverage area of this most potent and powerful Michigan TV station! To put your advertising and sales message into the 381,894 TV homes reached by the power-FULL picture of WWTV, it would require space in 71 daily and weekly newspapers within the Channel 13 coverage area.

Small wonder we changed our headline.

WWTV "TOPS The Press!"

TOP Tower 1,282 Ft.
TOP Power 316,000 W.
TOP Programs CBS-ABC
TOP TV Homes 381,894

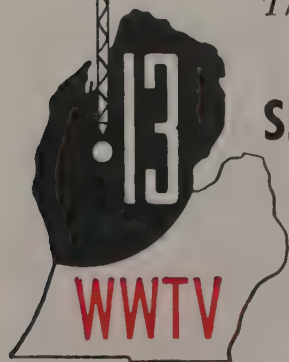
The **HIGH** spot in Michigan Television

SPARTON BROADCASTING CO.

Cadillac, Mich.

Channel 13
CBS-ABC

Nat'l Reps.
WEED TV



Publicker hopes its matched set of decanters will have the most utilitarian use of all—as year-round whiskey containers. Leban hopes the promotion will take used-up decanters off the high-den bottom shelf in the kitchen closet and put them right where he thinks they belong—on the dining room buffet or the recreation room bar.

► Publicker also counts on the matched set to make as big a hit with the liquor retailer as with the public, and the decanters were designed with the retailer in mind.*

While designing the set, Publicker took a survey of liquor dealers, learned their objections ("post holiday obsolescence," "too cumbersome, too tall," etc.) and decided to keep those objections in mind. For the problem of obsolescence, and what retailers should do after the holidays, Publicker's answer is—sell them for year-round gifts. Smith met other objections this way:

- "Decanters are too high to fit on store shelves." Publicker designed the matched set decanter only 5% of the height higher than a regular bar filler.

- "Decanters are too wide, wasting space like super-decanters." The matched set decanter is only an inch wider than a regular bottle, and Smith feels the difference is negligible to matter.

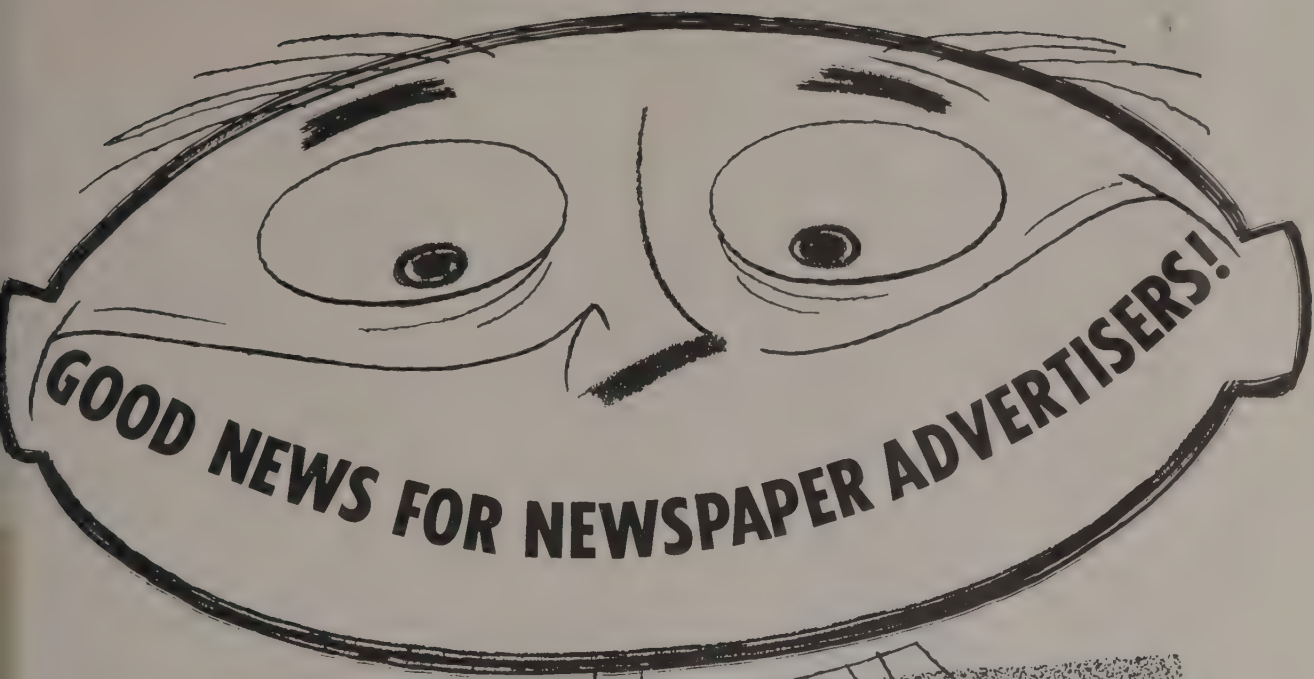
- "Inadequate bottle-stoppers have always been a problem, the public complains." Publicker says its matched set decanter is fitted with a polyethylene plug guaranteed to keep the cork from coming loose. In addition, it prevents the use of a close-fitting shell cork, which tightly seals the stopper.

- "Pouring is always a problem with decanters, and the customers don't want to drip on the tablecloth and coffee tables." Smith designed the matched set with four different pouring spouts, contending that pouring can be controlled more easily than from a conventional bar bottle and other decanters, no matter how the bottle is turned.

Publicker also made the matched set of extra heavy glass (Owens-Illinois) to give it weight.

All cartons for the matched set of decanters utilize a simple, yet ingenious removable panel. Retailers can store the cartoned Publicker liquors on the shelves with strong brand name visibility, then simply remove the slotted

*R. Robert Smith, Publicker's advertising & merchandising director, designed the set. An artist and a photographer in his own right, some of his work has been displayed in Philadelphia galleries and he has won several design awards. The idea of a matched set came from executive vice-president Leban's son, Howard, who came back from a golf match last April—he plays with a six handicap—and hit upon the idea while cleaning his matched set of clubs. Young Leban, who coordinates special projects for Publicker, approached his father with the idea, and immediately plans for individual decanters were scrapped, and Smith went to work on a matched set idea.



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SELLING TO INDUSTRY

By John Sasso

®

Publication inflation

A good friend of ours, Charlie St. Thomas, advertising & sales promotion manager of Carboloy, recently made a provocative talk to the t.f. Club in Chicago on what he calls "sloppiness in industrial publishing." Anyone buying, selling or using business paper space should get a copy.

Charlie pulled no punches in describing the blights that eventually will hurt even good publications: unethical editorial practices by many fringe magazines; general editorial ineffectiveness; the increasing number of "junk" publications; the advertiser who encourages sloppy publishing through "pressure" on editors; the advertiser or media man who doesn't take the time to analyze who gets the book as opposed to who reads it, and who thus encourages the waste of promotional dollars.

During his field trips, Charlie found that the company's customers did devote some time to reading business publications; that they were receiving more business publications than ever today, and also (this is the important point) the average customer is not increasing his total business-paper reading time in anywhere near a direct proportion to the added number of books he is getting, but is merely spreading his reading time thinner. These interview facts were backed up by a small sampling of about 1,000 mailings.

Other things being equal, this means that any single industrial advertiser will get less and less attention as the junk magazines pile up on the customer's desk. And this holds even if his ads are good ones appearing in reputable publications. No wonder Charlie is worried.

His constructive suggestions: 1) that publishers who believe in, and are paying for, editorial effectiveness start doing the job of selling editorial effectiveness as a major space-buying criterion. This should be a broad-gauge, long-range program for the entire reputable publishing industry, and should not be confined to proving that one publisher's book is best; 2) that industrial advertising associations, like NIAA, pay more attention to editorial effectiveness and develop ways to guide advertisers in select-

ing publications on that basis. Also their help is needed to determine "who reads" as well as "who gets" the book; 3) that editors insist that publishers tell their editorial story in promotion, and 4) that advertising managers clean up their own shops, stop trying to "buy" editorial space, and set about developing methods of evaluating editorial effectiveness.



Moral: junk books that eventually will devalue all business publications as useful advertising media will not exist when, as, and if, editorial sloppiness is discouraged by intelligent space-selling and intelligent space-buying.

Exhibit sense

Next time someone proposes that your company take part in a trade show, don't throw up your hands and say "There're too many trade shows anyway" or "They're a waste of money." Chances are in a number of cases you'd be wrong. Maybe your planning isn't as sound as it should be.

We got on this kick because of a speech made by Michael Stumm at the Annual Clinic (hate that word) and Show for Shows sponsored by the Exhibitor's Advisory Council. The talk had specific suggestions on how to buy, use, and re-use an industrial exhibit. Crucible Steel's wide experience in trade-shows is cited in a number of examples.

Major points: 1) Know why you are going into a show, by studying the prospective audience, past records, and estimating the percentage that will be interested in your products; 2) Stay on top of the planning and construction of your booth. Design for versatility and use in more than one show. Develop a series of themes for your exhibit, and thus make certain that some segment of show visitors has a point of interest; 3) Make sure that your exhibit includes drama, action, and interest. Forget worthless giveaways that will end up in trashcans. If you do have a giveaway, see that it represents your product adequately and is useful or informative. Design the exhibit so that the visitor can do more than just stand and look, he should participate; 4) Have a trained team manning the exhibit—don't try to save money by sending boys to do men's jobs.

carton panel after the sale to give the customer a presentation package.

► Publicker, which spent \$3,500,000 on advertising during 1955, will spend almost one-third of that (\$1,000,000) on the matched set decanters in just a six-week Christmas promotion. About half of the budget will go to 500 newspapers in 400 cities; nearly that again will go to three magazines—Time, Life and Esquire—and the remainder will go for business publications and point-of-sale material. The big kick-off will be in November, just before Thanksgiving, when many industrial firms make their Christmas gift purchases. Another peak for newspapers will come in the week just before Christmas "when John Q. Public spends his Christmas bonus." What makes this promotion unique is the coordinated approach: all of the ads will play up the matched set decanter idea. Advertising director Smith and agency account executives have been meeting almost weekly the last few months to plan the ads and key them to the matched set theme.

► The matched set decanters are the only innovation in the Publicker holiday program. To get a slice of the "small gift" business—items like belts, ties, perfume, gloves, etc.—Publicker will push a pre-wrapped pint, packed in a "Pick-A-Pint" display that constitutes a complete self-merchandising unit. The pints will be available in Old Hickory, Philadelphia Blend and Embassy Club. Brand labels on the outside can be lifted off easily so that retailers are relieved of all wrapping chores.

Publicker also will have some special packaging for its big selling blends. There will be some all-new canisters for Old Hickory and Philadelphia Blend, gift cartons for Embassy Club, Charter Oak Straight Bourbon Whiskey and Kinsey Silver Blend. And, "to meet popular demand," Publicker will bring back the porcelain figure of Andrew Jackson to hold its Old Hickory Blended In Bond.

► Another packaging innovation this Christmas will come from National Distillers. The company will promote whiskey by-the-case as an ideal gift. National plans it, the case is no longer just a shipping container—it also is a colorful gift package, and it will repeat the design used on individual cartons. National hopes this will induce liquor retailers to keep the cases right on the floor, in the window, etc., and to sell liquor that way.

*Handling the campaign will be Publicker agencies: Al Paul Lefton Co. (Philadelphia), Philadelphia Blend, Charter Oak, Kinsey Silver, Rittenhouse Rye, Ellington & Co. (New York), Embassy Club and Weiss & Geller (New York), Cavalier Vodka.

MEDIA FORECAST

TV networks threatened:

The serious possibility of an antitrust action against the television networks could mean the end of the network system as advertisers know it today.

Testifying before the current House Judiciary Committee hearings on the television industry, Justice Dept. antitrust chief Victor R. Hansen reported last fortnight on his division's two-year probe of the television industry, stressed the "striking similarity" between TV and the motion picture industry before an anti-trust ruling forced separation of the latter's producing and exhibiting arms.

These are the issues raised about the networks by Hansen and others:

- The networks' "Must buys," which compel an advertiser to buy a minimum of affiliated stations for his program.
- The allegedly strong preference of networks for film packages which they own or in which they participate financially as against shows produced by independent film companies.
- The alleged discrimination against ASCAP music in favor of compositions controlled by Broadcast Music, Inc., an organization set up by the broadcasting industry.
- The dominance of networks in TV program production.
- The possibility that network time rates (via affiliates and owned & operated stations) constitutes illegal price-fixing.

None of these points affect the networks' status as national television services. What does affect it are two questions raised by the Justice Dept.: 1) does the system of option time constitute monopolistic control of the nation's TV stations, and 2) is the ability to deliver prime air time used by the networks as a lever to corner the market in star talent and star advertisers?

New TV rating service near:

The key to the whole subject, of course, is option time. If the nets should ever lose the right to establish clear air time on a national scale, they'd be in a tough position. But there's little likelihood, of course, that the networks will ever be put out of business.

One possibility, in the event option time as it now exists is challenged, is that the nets would line up time on a percentage basis (so many hours a day, rather than specific hours of the day).

Advertisers may soon get another TV rating system, possibly in the spring of 1957.

The National Assn. of Radio & Television Broadcasters' committee researching the problem is considering two possibilities: one is a device to record which programs are tuned in when, similar to A. C. Nielsen's Audimeter (but more compact and about one-eighth the cost of Nielsen's \$400 unit). Used for some time in NARTB's testing program, the electronic recorder has an outside chance of being recommended for national use, in a sample as high as 2% of TV homes (cost for the units: \$4,000,000).

Apparently more favored by NARTB is a questionnaire system. Now in its final testing stage, the questionnaire will be reported on in January, is thought to have a 50-50 chance of proving out.

**Convention ratings
a dead heat,
says Nielsen:**

An estimated 32,100,000 families watched each of the two national conventions on television, according to the long-awaited report of the A. C. Nielsen Co. This means nearly nine out of 10 TV homes (88%) tuned in on one or more sessions.

In actual viewing time, the average set owner watched 9 hours, 39 minutes of the Democratic convention, and 7 hours, 22 minutes of the Republican show (which held five sessions to the Democrats' 10).

Nielsen estimates that some 17,800,000 sets were tuned into the balloting for Democratic presidential nominee. About 19,200,000 families saw President Eisenhower arrive in San Francisco. For the candidates' acceptance speeches the estimated sets-in-use were: Eisenhower—18,300,000; Stevenson—15,400,000.

According to Nielsen, more people watched the conventions over CBS than over NBC. Here are the national ratings for the two weeks ending August 25: Republican convention, evening sessions, CBS—41.2; Democratic conventions, evening sessions, CBS—34.7; Republican convention, evening sessions, NBC—33.3. The Democrats' evening sessions on NBC didn't place in Nielsen's top 10.

**Color TV
for \$340:**

Color TV got another shot in the arm this fortnight. Du Mont Laboratories will manufacture for Paramount's Chromatic Television Laboratories a single-gun color tube. It will also market a set using the tube (estimated price by Chromatic chairman Paul Raibourn: \$340). However, production won't get under way for about a year.

Sametime, RCA president Frank M. Folsom closed the door on price decreases on RCA color sets (lowest price so far: \$495)—at least until 1958 model sets are shown next July.

**New picture
magazine to bow:**

Operating on the theory that most U.S. executives are too busy to read the general business magazines and vertical business publications in which most industrial and business advertising is placed, Baldwin Ward (publisher of Year, the pictorial current events annual) will launch a new general interest monthly in February.

Named News Front, and distributed on a controlled-circulation basis to an initial list of 40,000 executives in leading U.S. corporations, the magazine will concentrate on newsworthy feature material, lots of pictures and brisk, easy-to-read captions.

With a basic black & white page rate of \$785, the book is aiming for large advertisers in the oil, hardware, business equipment and utilities fields.

**NBC previews
radio shows
by phone:**

In an effort to pep up spot sales on the 10 radio stations it represents, NBC Spot Sales has a new service for agency time buyers. The service (an extension of NBC's closed circuit TV previewing for time buyers) allows buyers to audition programs over the telephone.

The buyer calls NBC in New York, and an operator plays (via a turntable connected electrically to the phone) a condensed recorded version of the requested program.

FACES of the fortnight

Lufthansa's national ads lure off-season tourists

In 1939, Lufthansa, Germany's leading airline, was one of the world's top three air carriers. On January 1, 1951, Lufthansa was officially liquidated, and it wasn't until two years later that the three occupying nations allowed the airline to incorporate again and start up operations.

Today, a scant 17 months after its first postwar scheduled flight and only 15 months after its first transatlantic flight, Lufthansa is just getting off the ground—it now has 15 planes, 19 more on order, and 2,500 employees. Yet Lufthansa is embarking on a major national advertising campaign in the U.S., aimed at selling off-season air travel to Germany. A typical ad theme: "With the money you save on fare, you can buy 1,000 bottles of strong German beer at the October Bierfest."

The man who will direct the Lufthansa ad campaign in the U.S. is suave 41-year-old Jo J. Grunwald, a veteran of international advertising. Grunwald will operate with a budget limited only by how much he feels he needs, will use consumer magazines, spot radio & TV, possibly a network TV show if he can find the right one. To date, Lufthansa's ads have been directed solely to the German-American market through German language newspaper, and in concert and theater



Lufthansa's Jo J. Grunwald

The ad budget's limited by necessity

programs where German artists are featured.

Lufthansa's network presently covers the U.S., South America, the middle east, Africa and major European cities, as well as most big west-zone German cities. While its mainstay equipment is the Super G Constellation, the company hopes it can bring off a real coup by being the first airline to offer transatlantic jet service with a Boeing 707 using Rolls-Royce Conway jet engines.

Grunwald looks more like an international diplomat than an advertising executive, was lured by Lufthansa from Uruguay where he had directed advertising for U.S. and South American airlines. Once head of his ad agency in Holland, Grunwald is interested in international politics and music (he collects classical records, digs U.S. jazz but draws the line at rock 'n' roll).

Gillette's Johnson helps encourage that impulse

When the World Series starts next month, Gillette Safety Razor Co. will be sponsoring radio coverage for the 18th consecutive year and TV coverage for the 10th straight year. But behind the advertising is a vast point-of-sale program to make the advertising effective on the retail level. For example: The Boston company has already lined up some 40,000 displays for retailers, tying in with its Series advertising by offering a baseball encyclopedia with every Gillette razor.

The man responsible for Gillette's special packaging and displays (which cost the company an estimated \$1,500,000 a year) is affable, hearty, 45-year-old Ronald G. Johnson. Johnson, promoted just recently to the newly created post of merchandise manager, expects his company to sell 3,000,000 razors and encyclopedias during the Series alone. (Gillette's sponsorship of radio & TV coverage of the World Series will cost the company an estimated \$2,740,000.)

Executives at ease

When visitors enter the Los Angeles office of Glenn E. Carter, assistant vice-president for public relations, advertising & publicity of the Bank of America, they're often surprised to see some rare and beautiful specimens of cacti. But they'd be even more surprised to see Carter's apartment; as a cactus collector for some 10 years, Carter has accumulated more than 200 specimens which take up most of his apartment patio and have even overflowed into the gardens of his friends and neighbors.

Carter's cacti, which includes some rare specimens from Death Valley, Africa, Central and South America, appeal to him because "They are so different from the foliage of my old home state of Washington." And although his collection takes up a good deal of his time (cactus, says Carter, requires desert or sub-tropical conditions in order to survive, must be exposed to plenty of sun and protected from excess moisture), Carter is still able to participate actively in west coast advertising, public relations and civic organizations.




1,152,497

Elks
in a
buying
frame
of mind



As co-owners of The Elks
1,152,497 active men read this
magazine with special attention.
It is edited to their fraternal
interests... their liberal way
of living, giving and spending.
They believe in The Elks...
and buy from its advertisers out
of incomes far above the
national average.

THE



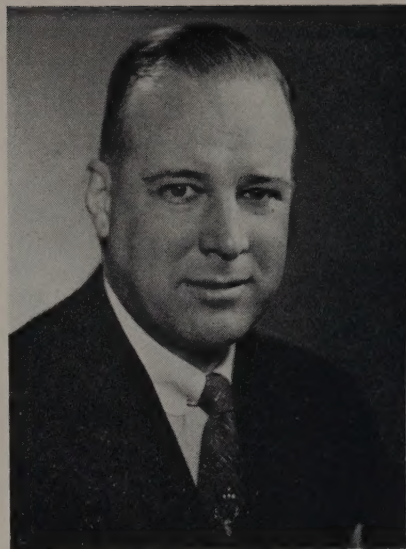
MAGAZINE

New York Chicago
Detroit Los Angeles

Johnson's new job was created (and he was promoted from wholesale promotion manager to fill it) because of Gillette's ever-increasing determination to have its products displayed in every logical retail outlet. Says Johnson: Gillette products are largely impulse purchases. They have to be seen to be sold. And with every manufacturer wooing the retailer for shelf space, counter space and floor space, we are continually working to produce practical in-store displays that will impress the retailer..."

Gillette seems to be unusually successful in its efforts: it has displays in more than 63% of all U.S. drug-stores, in more than 51% of all food stores. Part of this success is attributable to frequent wholesaler and retailer contests and other promotions to encourage displays, part to Gillette's national ad budget of more than \$19,000,000 in measurable media (via Maxon, Inc.), the overwhelming majority of it in radio and TV. Gillette Safety Razor Co., along with Toni and Paper-Mate, are divisions of parent Gillette Co.

Johnson, former art and copy creator of Rexall Drug Co. and merchandising manager of Florence Stove Co. (Gardner, Mass.), enjoys painting in his spare time, admits one of his greatest pleasures is basking in Boston's summer sun with his wife, Gay.



Gillette's Ronald G. Johnson
They must be seen to be sold

RCA's Dowley's job is supplying the globe

One of the big problems confronting U.S. manufacturers who now think in terms of the whole world as their market, is to have their products in the right place at the right time: distribution, logistics. That problem is the new bailiwick of pipe-smoking, soft-spoken Michael F. Dowley, Jr., recently appointed director of the consumer products marketing department of Radio Corp. of America's International Division.

To 39-year-old Dowley, who has spent a lifetime in home furnishing merchandising, it's the big challenge he's been looking for. Dowley in his new domain is responsible for supplying RCA's many overseas dealers with radios, TV sets, hi-fi equipment, 100 m.m. tape recorders and hi-fi components, appliances, tubes, and other phonographs and records. While Dowley won't handle the advertising or selling of the products (those are separate departments under control of Albert F. Watters, operations manager of the International division and RCA vice-president), he will maintain close liaison with those directors at weekly meetings. He also has weekly sessions with the five managers who head the product departments under him.

In addition to his distribution duties, Dowley also is in charge of developing new products which can lend themselves to peculiar markets. Recent focus of his attention along this line has been directed toward Germany, where RCA International now is marketing German-made and assembled radios under the

MEDIA DIRECTORS WHO MATCH BUDGET

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MEDIUM

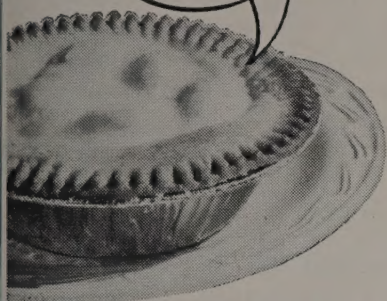
ROGER BUMSTEAD, Media Director for MacManus, John and Adams, New York, spells out his reasons for preferring Spot for clients like White Rock, Good Humor, and Regent Cigarettes:

"EVERY PRODUCT AND EVERY MARKET PRESENT THEIR OWN SALES AND DISTRIBUTION PROBLEMS. SPOT'S ADAPTABILITY—VERTICAL, HORIZONTAL, SATURATION, WHAT YOU WILL—MAKES IT POSSIBLE TO TAILOR CAMPAIGNS TO THE SPECIFIC NEEDS OF SPECIFIC CLIENTS."

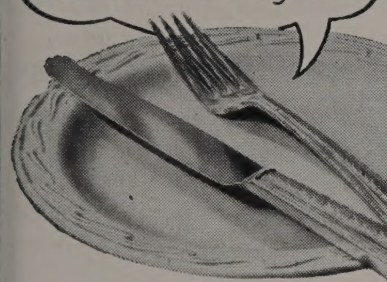


SPOT SALES

Hot story for frozen food advertisers: one brand of frozen chicken pie has 73% customer preference in Minnesota!



I know... I read about it in Minnesota Homemaker Survey No. 5*



*available on request from the

Minneapolis Star and Tribune
EVENING MORNING AND SUNDAY

495,000 DAILY
625,000 SUNDAY

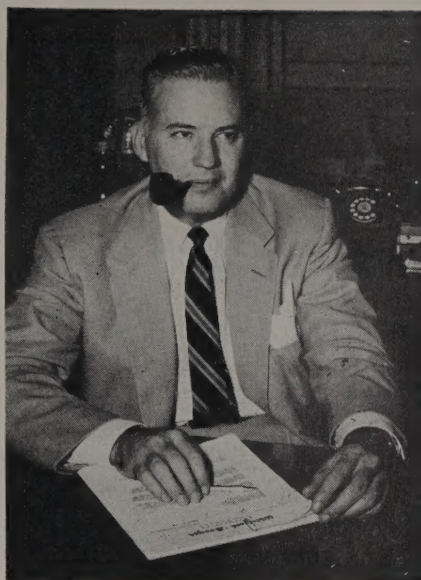
In Minnesota, North and South Dakota, western Wisconsin



different
because it is a
specialized
magazine serving
the specialized
needs of a big
specialized field..
★ send for market
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HAYWOOD PUBLISHING CO.

22 E. HURON ST. CHICAGO 11



RCA's Michael F. Dowley, Jr.
New products for the world

RCA label. If they prove successful, it elsewhere. He thinks this part of his job, developing new products and the future it affords, is unlimited. Says he: "The electronics end of this business has become more & more important. It of- will be Dowley's job to send them fers a tremendous future for young people, both as engineers and marketers."

A native of Mt. Vernon (N.Y.), Dowley has lived throughout the U.S., working as a home furnishings merchandiser for some of the nation's largest stores: J. L. Hudson Co. (Detroit), Sterns, Grants and Altmans (New York), Hales (San Francisco), R. H. White (Boston) and the Macy chain. Training for this work came at New York University's School of Retailing, from which he was graduated in 1936.

When he's not worrying about what Nasser may do next (a big RCA International warehouse is located in Cairo), Dowley finds some time for his hobbies: "golf and gardening." Helping him among the flower beds, of his Greenwich (Conn.) home are his wife, Charlotte, and six children (including 14-year-old twins). When he's not hoeing dahlias, Dowley likes to hie for the golf course, but he finds less and less time for it lately.

Executive ladder

L. F. Carlson is the newly promoted advertising director of the Oldsmobile Division of General Motors. George Frey, former NBC vice-president, joins Sullivan, Stauffer, Colwell & Bayles as vice-president in charge of the agency's network operations.

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INC.

Real Estate Leasing

424 MADISON AVENUE

PLAZA 1-3394

**Researching the researcher*

At the annual convention of the American Psychological Assn. in Chicago a couple of weeks ago, the trials and tribulations advertisers have with research (and vice versa) came under some expert scrutiny. The real heart of the problem advertising has with research and research techniques was made perfectly clear by Bertrand Klass of the Stanford Research Institute. He said that one of the most important obligations of psychologists in designing advertising research is that of educating buyers of research to the real weaknesses as well as the real strength of individual research studies.

This need, said Klass, is highlighted by the controversy surrounding "motivation research," and much of the controversy could be avoided if the psychologists were more careful in delineating the limitations of their research methods. Klass urged that psychologists refuse to undertake studies when they are technically inadvisable or impossible, to design research where necessary that is different from the original request, and so on.

This is all very well and we couldn't agree with it more heartily. The trouble is, of course, that every month some new shyster, or semi-shyster,

slips quietly in the research business and starts making a fast buck. It isn't reasonable to suppose that such people for one moment will undertake the task (even if they're capable) of unveiling their own sharp practices to their clients. It isn't even reasonable to suppose that the comparatively few in the business with high ethics and purpose would willingly expose themselves to unnecessary question and challenge from their customers.

It seems to us that the more logical answer is for advertisers to educate themselves in research techniques, their limitations and purposes. This certainly doesn't mean that advertising executives necessarily must become researchers, but it does mean that they have an obligation to know enough about research to insure that they get what they are paying for and that once they get it they know how to use it properly and, perhaps more important, know how not to use it.

The process of learning that much about research isn't hard and there are researchers honest enough and capable enough to do the teaching. The job is in knowing which they are. The reward is better research.

**Variations on a theme*

Some months ago the Audit Bureau of Circulations sent a questionnaire to its members on a proposal that the unpaid portion of business paper distribution be broken down by business classification in the same way paid circulation is.

The results are now in: twice as many members voted against the change as for it. In the light of this, ABC's board had little choice but to return the proposal to committee for further study, and advertisers will continue to go without vital information for which at least some of them have been begging.

This is indeed disappointing, and some observers will insist on placing the onus on media, which some claim consistently block any liberalization of

ABC's audit form. But a glance at the tabulated results of the bureau's poll shows where the blame really lies. While 61% of ABC's total membership failed to return the questionnaire, a much higher 72.5% of advertiser members ignored this chance to make its wishes known. If the 525 advertiser (and the 135 agency members) who dropped the questionnaire into the wastebasket had returned it the rule change might well have received a thumping endorsement which may well have been regarded by ABC's board.

As Tide has pointed out many times before advertisers have only their own indifference to blame if they cannot get the information they want. While they continue to be apathetic, they'll just have to do without.

The Editors